



SHIFTING BOUNDARIES

ANNUAL REVIEW 2012

CLINKS

supporting voluntary
organisations that work with
offenders and their families



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.

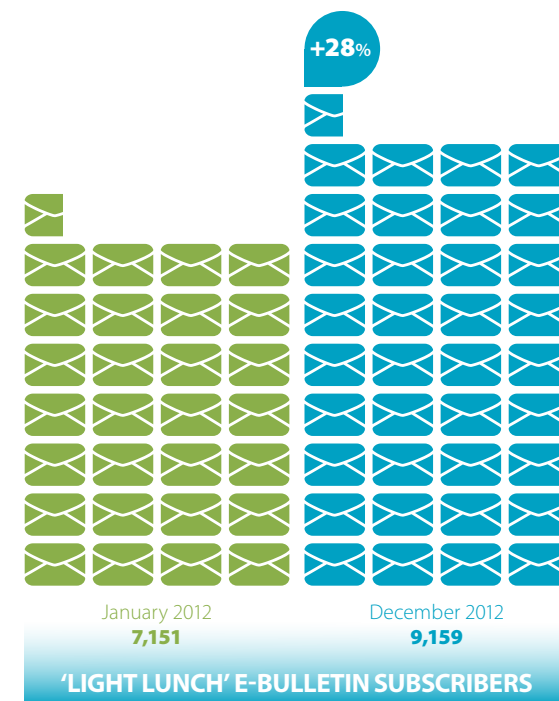
Published by Clinks © 2013.
All rights reserved.

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

Thanks to Clinks Member Writers in Prison Foundation for allowing the use of their photos on pages 2, 11, 14, 16, 19 and 21.

HMP Shrewsbury / Courtesy of Writers in Prison Foundation www.writersinprison.org.uk

2012 AT A GLANCE



46,000
unique visitors to our website with **208,000** page views peaking at **600** per day

42
local community safety networks developed with support from our Safer Future Communities project



Dame Anne Owers, Chair Clive Martin, Director Members at the centre

OUR TRAINING INCLUDED 'Criminal Justice Commissioning and Collaboration' courses to be followed up in 2013 with 'Understanding the Criminal Justice System'

WE CREATED, with The Arts Alliance, 'The Evidence Library', bringing together key research and evaluation documents on the impact of the arts in the CJS

WE PUBLISHED, with the Reducing Reoffending Third Sector Advisory Group, 'Breaking the cycle of women's offending: a system re-design' and 'Youth Justice and the role of the VCS'

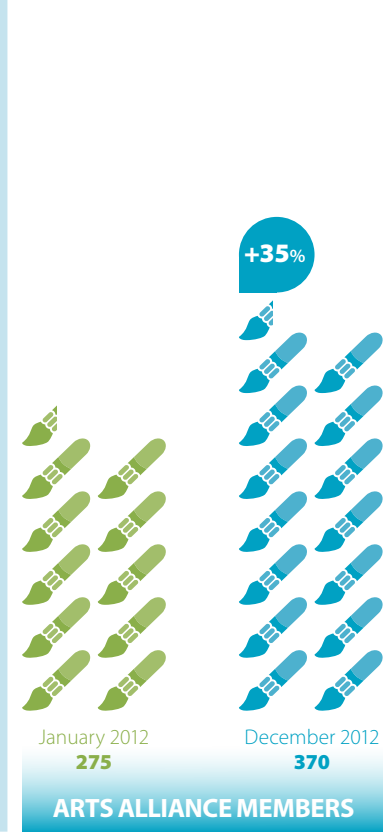
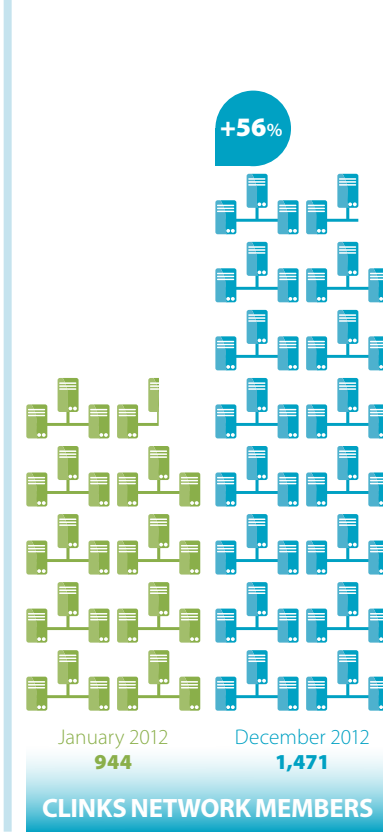


WE PUBLISHED our 'Do it Justice' guides, covering:

- Understanding the CJS
- Local support and development organisations
- Criminal justice networks

WE PUBLISHED numerous policy briefings, to keep Members up to speed with developments, as well as many responses to government initiatives

WE DEVELOPED, through Safer Future Communities, an online statistical toolkit with local data on reoffending, violence against women and girls, hate crime and other community safety issues



OUR MEMBERS RECEIVED A MYRIAD OF ACCOLADES, INCLUDING: EUROPEAN COMMISSION EXEMPLAR, THE UNA PADEL AWARD, THE GUARDIAN CHARITY AWARD, POPS CJS CRYSTAL HEARTS AWARDS, HOWARD LEAGUE COMMUNITY PROGRAMME AWARDS, THE QUEEN'S AWARD FOR VOLUNTARY SERVICE, WALES VOLUNTEER OF THE YEAR AWARD, ESF SUSTAINABLE DEVELOPMENT PROJECT AWARD, THE QUEEN'S DIAMOND JUBILEE VOLUNTEERING AWARD

125 people came together for a national conference on breaking the cycle of women's offending

WE PUBLISHED 'The volunteering relationship: what works?' plus a range of volunteering guides, as part of our ongoing work to promote the value of volunteering in the CJS

6,200 volunteers were supporting the **139** organisations that responded to our recent survey

WE PUBLISHED the 'Evaluating Volunteer Impact Toolkit', with CJS-specific questions and analysis tools

WE RESEARCHED the continued impact of the economic downturn on the VCS working in the CJS – latest findings are in our 'State of the Sector 2012' report

LOCAL VCS DEVELOPMENT took place in Wales, Greater Manchester, the South West and London to help the CJS-related VCS respond to changes in the political and financial climate

300+ organisations attended our SWOP Funding Roadshows and over **60** Clinks Members received consultancy support

OUR ANNUAL REVIEW IS A USEFUL OPPORTUNITY TO LOOK BACK OVER THE PAST YEAR, AND CONSIDER THE CLUES THIS PROVIDES TO WHAT LIES AHEAD.



It has been a challenging year for the Voluntary and Community Sector (VCS) working with offenders. Our Member organisations have reported increased demand, both in quantity and severity. Yet, for a large number, resources continue to diminish and take more effort to secure. Meanwhile, the political and commissioning environment continues to change.

Clinks works hard to increase the Sector's awareness and understanding of these changes to help you benefit from the opportunities and prepare for the difficulties. But we know that capacity is being hugely stretched. Over three-quarters of you are supporting more clients. One organisation described a 400% rise in the number of referrals, and another a 200% increase in footfall. Yet over half of you have static or declining income, and with little by way of reserves to fall back on. Behind these figures

are remarkable stories of staff and organisations working creatively and under enormous stress to meet the needs of the most vulnerable, and often challenging, members of society. But, at the same time, we know that good and sometimes irreplaceable services are being lost.

Last year's election of Police and Crime Commissioners will change the way policing is overseen and potentially delivered. Early indications from our Members suggest that they are showing an encouraging degree of willingness to engage in a dialogue with the Sector. However, desperately needed commissioning opportunities seem unlikely to emerge here, and we see little evidence of them emerging from other local commissioning structures.

The change in Secretary of State at the Ministry of Justice is a significant political shift, and is reflected in a change of rhetoric, if not yet reality. The commissioning model for prison resettlement services is changing. There is a stress on contracts based on payment by results. The 'pause' just before Christmas has been followed by the announcement of strategic and wide-reaching changes to probation services. All change takes time, which inevitably means delays and uncertainty for the VCS and all those engaged in work with offenders. The only certainty is that, in the current financial climate, there will be less money for services.

But it is also worth noting some positive developments, both for Clinks and potentially the Sector as a whole.

First, Clinks' membership has grown remarkably, from 393 to 551 over the year. This 40% increase is impressive, at a time when resources are tight, and a positive reflection on the way that the Sector views

“Over
three-quarters of
you are supporting
more clients. One
organisation reported
a 400% rise in
referrals.”

our services and support. This owes a great deal to the hard work and expertise of Clive and all the staff.

Second, the growing interest in desistance theory, restorative justice and mentoring, including peer mentoring, is welcome. These are all areas in which the VCS excels and has led the way, and that reflect the values of the Sector.

So the year ahead will be one of huge change. But change presents opportunities as well as challenges. Clinks will continue to work hard to help you identify and realise opportunities and rise to the challenges.

NOW AS NEVER BEFORE, THE BOUNDARIES BETWEEN THE PRIVATE, PUBLIC AND VOLUNTARY AND COMMUNITY SECTOR ARE SHIFTING AND BLURRING.



The diminishing role of the state as both a funding and delivery institution is now moving at a pace. The result is a fundamental shift in what remaining resources are for, how they will be used and to whom they will be distributed. This is affecting the provider landscape, in which there is intense competition for reduced finance to meet the growing and complex needs of a stretched Criminal Justice System.

Public sector workers are being encouraged to set up organisations independently in order to bid for this work. VCS organisations are increasingly competing for contract funding. We have private sector organisations calling themselves 'social businesses', competing with and subcontracting to the VCS. And we have charities describing themselves as 'social enterprises', with some acting very much like businesses.

Of course, if changes in provider improves services, then that's what matters, isn't it? But these changes are causing tectonic shifts, and the blurring of boundaries raises some issues about what the Sector is, how we differ from the other sectors, and why this matters.

These changes could damage communities in the long term. For example, if the VCS is only carrying out work which it is contracted to do, because funding is increasingly available only through contracts, what happens to its traditional role of acting as a safety net for the hardest to reach? What happens to its 'user centred' approach if contracts do not cover the costs of providing this? Another key Sector strength is its flexibility to respond to changing need, and to communicate this to government. Once again, contracts do not allow this.

So if the Sector is funded like the private and statutory sector, the very things that we value about the VCS are jeopardised.

Many in the Sector have talked about outsourcing working only if it provides 'transformation rather than transferral', but is this possible in this economic climate? We have heard from VCS organisations that contracts do not cover their costs, let alone allow 'transformation'. Several organisations have decided not to bid for contracts, and some have decided to close down on the basis that the value of contracts did not allow them to deliver the type of service they believed necessary to make a difference.

Under these circumstances, the Sector needs to do some soul-searching. We have to insist that commissioning transforms services for the better. We need to be clear about our values, and what it is we provide that other sectors will not. And if it appears that this is being eroded by the restrictions of

“If the Sector is funded like the private and statutory sector, the very things that we value about the VCS are jeopardised.”

contracts and the economic climate, then what does this mean for the organisation, and where applicable, charitable status? Clinks will encourage and support these conversations within the Sector, with government and the private sector.

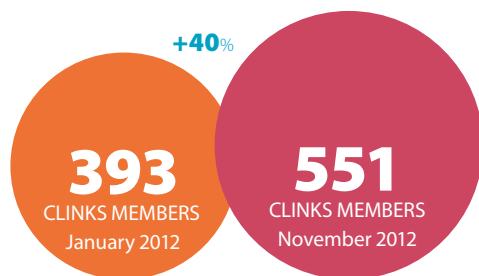
The Sector needs to challenge some of these changes. Clinks will continue to lobby hard for a mixed portfolio of funding to suit the service being delivered, including grants. We will raise the issues facing your organisations with government, and push for solutions.

Within each of our organisations we need to consider our values and objectives, and whether and how we can continue without compromising them. And we need to stand together and challenge threats to the values that define our Sector. Clinks will work with the Sector to ensure that our united voice is heard, but also individual voices.

The Sector is facing huge challenges. But so are many of our service users. And it is our shared belief that we can make a difference to their lives and our communities and society that will ensure that we will come through these challenging times.

MEMBERS AT THE CENTRE

GROWING MEMBERSHIP



Clinks Members and Associates lie at the centre of all our work, shaping our priorities and informing our voice to represent the Sector. A force for change in the Criminal Justice System, our membership grew to over 550 organisations in 2012, a 40% increase.

From small neighbourhood groups to large national charities, from Cornwall to Newcastle, our Members exemplify the strength and diversity of our Sector. Members receive exclusive access to specialist support, funding information, exclusive events and much more.

To find out about all the benefits of Clinks membership, and to see our list of current Members, visit: www.clinks.org/join-clinks

“Detention Advice Services value being a Member of Clinks because, as a small organisation working in a very niche area, the support and information offered by Clinks has been invaluable in helping us to develop partnerships and work productively with other



organisations supporting foreign national prisoners and detainees, as well as with those working in the wider criminal justice sector. This is particularly appreciated at a time when finances are short and resources tight!”

Gemma Lousley, DAS

“There’s nothing like it in the US (where I was previously) and I can see how much this adds to creating cohesion in the criminal justice sector.”

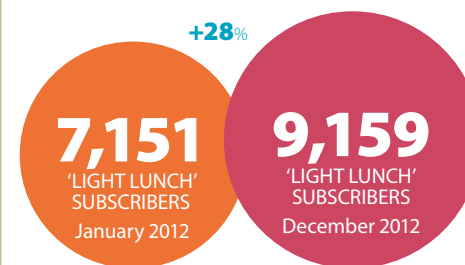
Baillie Aaron, Rise Youth

“As a small enterprise, with a small yet distinct voice, I often feel alone, fragile and vulnerable to large organisations, public bodies and the ever changing social and economic landscape. But being a part of Clinks means I am heard, treated as an equal and represented by a professional set of friendly, caring and inclusive people. Being a Member means we are robust. We have received free consultancy (ongoing and very valuable), laptops for young people, and a friendly person or five to network with at events all over the country.”

Justin Coleman, 2nd Chance project

SHARING KNOWLEDGE

SERVING UP A LIGHT LUNCH



Our weekly ebulletin, Clinks’ Light Lunch, continues to gain subscribers with an increase of 28%, taking readership to over 9,000. Light Lunch keeps criminal justice professionals up to speed with developments of relevance to the VCS working in criminal justice. The ebulletin is not only popular with our Sector, but also prison and probation staff, academics and students. Clinks Members can promote their services, celebrate their achievements, and share their news. Find out more at www.clinks.org/subscribe

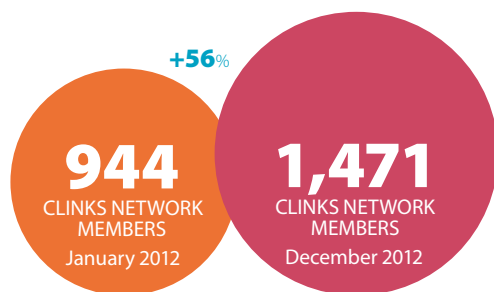
“Just to let you know that I really appreciate Light Lunch – it is full of the kind of things I need to know about but haven’t time to seek out so I am very grateful.”

Sandy Watson, HMP Wolds

“Light Lunch, from our directorate’s perspective, is a hugely reliable communications channel ensuring that third sector people get the things that we need them to see and to which they might need to respond. Light Lunch is one way to make sure that messages reach the people our formal publication routes don’t cover.”

George Barrow, Ministry of Justice

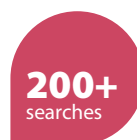
A DIGITAL MEETING PLACE



Clinks has an online space where criminal justice professionals can come together, share ideas, promote their services and events, and learn from others. Both Clinks staff and our Members can post blog articles. Discussions so far have included commissioning, collaboration, innovative ways of reducing reoffending and desistance theory.

The Clinks community grew from 944 to 1,471 (56%) in 2012. Find out how to join in and catch up on the latest news at www.clinks.org

FINDING FUNDING



Clinks Members get exclusive and unlimited access to the GRANTnet funding database, which features funding from over 5,000 sources.

There have been over 200 searches in 2012. Start searching at www.clinks.org/services/funding-info



'Playing to our Strengths' conference

Clinks works to secure additional support for our Members whenever we can.

“Thank you for being friendly and approachable. You have your Members’ needs at the heart of everything you do. Brill!”

Quote from respondent to Clinks survey, 2012

A group of criminal justice funders who were not receiving many applications asked Clinks for help. We wrote to Members and provided details of these funders. This exclusive opportunity helped to support our Members, and the response was considerable:

“After Clinks sent out the letter we saw a doubling of the number of applications to the Programme – testimony to the effectiveness of the Clinks network.”

Jenny Oppenheimer, The Pilgrim Trust

96
organisations
received free
laptops

In 2011-12, we received a donation from NOMS of almost 500 decommissioned laptops and other IT equipment to pass on to our Member organisations. Ninety six Members benefited from this free offer, and are now putting the laptops to use supporting their staff, volunteers or service users.

“The laptops really are appreciated and are helping our young people to undertake training and practice tests for a health and safety qualification. Achieving this qualification removes a big barrier for ex-offenders in entry to jobs and training in the construction sector, which as the UK’s largest employment sector has many

suitable roles for young people and a generally positive attitude to giving people a second chance.”

Construction Youth Trust

“Over 50 users have benefited so far from the laptops, using them for advice and guidance training, job searching, IT refresher training and writing or updating CVs. Employment has a proven track record of reducing re-offending and therefore these laptops have contributed to our organisation’s overall aim of reducing the risks of re-offending.”

Tom Chandler, PLIAS Resettlement

£2,400
worth of free
conference
places

This year we’ve been able to secure free places for our Members at six national conferences run by private sector event companies. These events are often unaffordable for many Member organisations, meaning a valuable and much-needed voice is missing from proceedings.

Based on standard delegate rates we have produced an estimated £2,400 of conference places in 2012, and Members tell us they are useful and provide opportunities to network and promote their organisations on new and relevant platforms.

A DIGITAL DESTINATION

46,000
unique website
visitors, **208,000**
page views
peaking at **601**
per day

Our website remains a popular hub of information and resources for the VCS, public and private sectors, academics and researchers, commissioners and policy makers. In 2013 we will be making it easier to find and access

our information, use our services, and network with other criminal justice professionals. Visit www.clinks.org

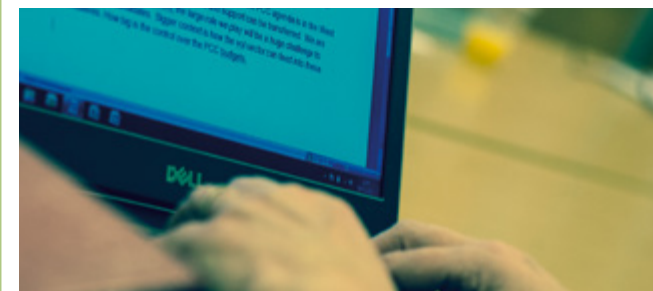
Our Twitter accounts allow us to keep the Sector informed of developments as they happen.

We have separate Twitter accounts for:

- Clinks [@Clinks_Tweets](https://twitter.com/Clinks_Tweets)
- Local Development Team [@Clinks_Local](https://twitter.com/Clinks_Local)
- Volunteering work [@Clinks_Vols](https://twitter.com/Clinks_Vols)
- Safer Future Communities [@Clinks_PCCs](https://twitter.com/Clinks_PCCs)
- Arts Alliance [@ArtsAllianceCJS](https://twitter.com/ArtsAllianceCJS)

2,970
people followed
Clinks on Twitter
in December
2012

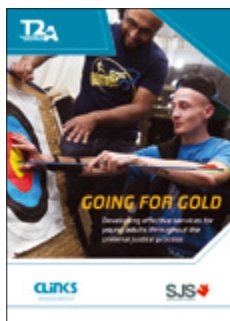
In December 2012, 2,970 people were following Clinks across all accounts, up from 1,643 in July 2012.



THE RIGHT TOOLS

GUIDES AND RESOURCES

In 2012 we have produced numerous guides, tool kits and resources to support organisations, including:



'Going for Gold: Developing effective services for young adults throughout the criminal justice process'

“Clinks provides superlative expertise in reading and responding to local commissioning contexts, providing exceptionally well-informed analysis and guidance. By acting as a lynch pin

between service providers and policymakers, they have made a profound difference to the reach of Transition to Adulthood Alliance over the past year, not least through their work on Going for Gold, an invaluable practical guide for commissioners.”

Max Rutherford, Criminal Justice Programme Manager, Barrow Cadbury Trust



'Do it Justice' is a new series of Clinks publications that offer straightforward information on topics of interest to our Members. So far we have produced publications that explain:

- The Criminal Justice System
- How to develop an effective local network
- How to tap into local support and development services.



'Playing to our Strengths' conference

We are planning future issues on models of collaboration and information on how the statutory sector can best engage local VCS organisations.

“The ‘Criminal Justice System Explained’ (Do it Justice guide) provided an excellent, ‘easy to read’ explanation about the Criminal Justice System, enabled through its flowing design and layout. It enables those that are not fully conversant with the workings of the Criminal Justice System to obtain a better understanding. The document is very helpful to criminal justice staff, ensuring everyone understands more than just their own area of business.”

David Jedrzejewski, Kent Police

Our Briefings summarise and interpret policy announcements so Members can quickly understand the implications, enabling staff to focus on delivering services to vulnerable and marginalised people. Alongside our Briefings, and informed by our Member’s feedback, we have also produced a number of responses to government initiatives.

“Clinks is an absolutely invaluable resource for navigating the increasingly complex world of criminal justice policy and commissioning, so that we can get on with providing services, which is what we do best! Your policy briefings are invaluable. But for me, just as vital, is the fact that I can simply pick up a phone and have a conversation. The team is never too busy to help, always thoughtful and incisive, and happy to pass me on to the right person if they are unable to answer my query.”

Felicity Reed, Together: for Mental Well-being

THE RIGHT TRAINING

We have run a number of our new, interactive ‘Criminal Justice Commissioning and Collaboration’ training courses, which help organisations explore collaboration, respond to challenges and identify opportunities.

In 2013 we will be delivering ‘Understanding the Criminal Justice System’ training, which aims to equip organisations who want to, or have just begun, working in criminal justice. This training is based on our ‘Navigating the Criminal Justice System’ guide.

“You are sincerely really good to us, you should be very proud of your nature and intent - if small orgs had a little more bid support, we could survive and flourish!”

Quote from respondent to Clinks survey, 2012



Nathan Dick, Clinks

MEMBERS' ACCOLADES

Despite tough times, our Members continue to deliver their innovative and valuable services, gaining national and international recognition. Here is just a small sample of our Members’ accolades and awards from 2012:

ADVANCE ADVOCACY

Advance Advocacy’s Minerva project won in the Women category of **Howard League for Penal Reform’s 2012 Community Programmes Awards**

BACK ON TRACK

Back on Track was chosen as an exemplar project by the **European Commissioner for Employment, Inclusion and Social Affairs**

BIRTH COMPANIONS

Birth Companions was named winning organisation of the **Una Padel Award 2011**

CIRCLES OF SUPPORT

Yorkshire & Humberside Circles of Support & Accountability received the Positive Partnership award in the **POPS CJS Crystal Hearts Awards**

FAMILY & FRIENDS OF PRISONERS

Katy Connelly, a volunteer at Families & Friends of Prisoners, was highly commended at the **Wales Volunteer of the Year awards**

FINE CELL WORK

Fine Cell Work won **The Queen’s Award for Voluntary Service**

NETWORK FOR BLACK PROFESSIONALS

Network for Black Professionals was a winner of **The Queen's Diamond Jubilee Volunteering Award**

RAPt

David Cameron visited RAPt to see their drug rehabilitation work at HMP Wormwood Scrubs

SHANNON TRUST

Shannon Trust was a winner of **The Queen's Diamond Jubilee Volunteering Award**

STARTUP

Startup received a Special Acknowledgement at the **POPS CJS Crystal Hearts Awards** and their work was also recognised at the **Centre for Social Justice 2012 awards** ceremony

UNLOCK

UNLOCK was named winner of the prestigious **Guardian Charity Awards 2011**

WORK THIS WAY

Work this Way was chosen as a joint winner of the **ESF Sustainable Development Specialist Project award**

HMP SHREWSBURY
LISTENER

HMP Shrewsbury / Photo courtesy
of Writers in Prison Foundation
www.writersinprison.org.uk

THE ARTS IN CRIMINAL JUSTICE



Arts Alliance is the national body for promoting arts in the Criminal Justice System.

“Music in Prisons values being part of the Arts Alliance, a committed group of like-minded organisations which, through combined strength and experience continues to promote a coherent and important message.”

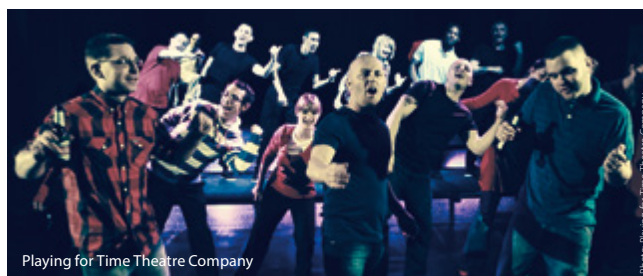
Arts Alliance steering group member



A key achievement in 2012 is the development of the Evidence Library, an online catalogue and research tool showcasing arts-based evaluations within the Criminal Justice System. The Evidence Library hosts key research and evaluation documents on the impact of arts based projects,

programmes and interventions within the Criminal Justice System. You can find the tools at www.artsevidence.org.uk

The new Arts Alliance website was launched in December 2012. It provides a hub of support



and advice on policy and practice for artists, arts organisations and commissioners. It also provides a gallery to showcase innovative work.

Arts Alliance has been running a series of good practice events on Arts in the Criminal Justice System, as well as a range of peer learning events to explore good practice in performing arts with offenders.

“Delivering arts projects within the Criminal Justice System is often quite an isolating experience. However, membership of the Arts Alliance provides a network of supportive individuals and organisations all of whom work differently but ultimately share a common belief about the transformative value of the arts.”

Geese Theatre Company

The active and growing membership of the Arts Alliance is made up of artists, Voluntary and Community Sector organisations and individuals who work with prisoners, those on probation and ex-offenders in the community, with impressive results. Membership has grown by nearly 100 in 2012, to 370. Find out more at www.artsalliance.org.uk

COMMUNITY SAFETY



Catherine Johnson of Rape & Sexual Violence Project (right) and Joy Doal of Anawim in discussion at the Safer Future Communities conference

42
local community safety networks developed with Safer Future Communities

The Safer Future Communities project has supported the development of 42 local community safety networks across England and Wales. Through these, local organisations engage with Police and Crime Commissioners (PCCs) and the new commissioning environment.

The project has supported the networks to influence the PCC candidates and promote the role of VCS organisations in addressing community safety needs. We developed a 'VCS Offer' to the PCCs supported by over 25 national organisations. Almost all the networks were involved in hustings events to ensure that the concerns of the VCS were heard by PCC candidates and many elected PCCs' manifestos reflected VCS priorities. Two elected PCCs have pledged to create community funds.

We have developed an online statistical tool kit which gives local data on reoffending, violence against women and girls, hate crime and other community safety issues. This data can be used to evidence the need for interventions and activities delivered by the VCS and to make the case for funding of such services.

POLICY AND PRACTICE

PLAYING TO OUR STRENGTHS

In January 2012 Clinks held a national conference, 'Playing to our Strengths', focusing on desistance theory and the role that VCS organisations can play in supporting people on their journeys towards desistance.

The conference featured a keynote address by Clinks Trustee and desistance expert, Professor Fergus McNeill. Professor McNeill challenged dominant attempts to 'compel, command or control' a reduction in reoffending, recognising instead that desistance and reintegration is in the hands of service users and communities.



Clinks has continued to provide important and valued support for the Reducing Reoffending Third Sector Advisory Group (RR3) in its efforts to influence emergent government policy.

Following the production in 2011 of RR3's influential first Task and Finish report, 'Competition, Commissioning and the VCS', Clinks has published two further Task and Finish reports: 'Breaking the cycle of women's offending: a system re-design' and 'Youth Justice and the role of the VCS'. In a recent review of all three reports, Clinks asked both VCS members of RR3 and officials to comment on their usefulness and impact.

In response to the report on commissioning, one Ministry of Justice official said:



Professor Fergus McNeill at our 'Playing to our Strengths' conference

“The fact that it has been drafted by RR3 emphasises the importance of the subject area. The core principles on issues such as market stewardship will be used to develop policies going forward.”

On the women’s paper a VCS member of RR3 considers that:

“The report proposes system change which needs to be developed through diverse approaches. Immediate governmental embrace of this report was unlikely. However, it can help to inform future planning if its profile is maintained.”

In December, Clinks and partners followed up the RR3 paper on women with a national conference to gather the views and recommendations of a much larger range of organisations. Over 125 delegates attended the day, which was chaired by Dame Anne Owers and included key note addresses from Helena Kennedy QC and Professor Michele Burman. A series of discussions was inspired by poignant performances by Clean Break, following the journey of a young woman through the Criminal Justice System. The partners will be exploring the conference recommendations over the next year.

“It has contributed to YJB thinking in relation to provision for girls and young women in the Youth Justice System. For me, it felt long overdue and incredibly useful... to see the world from a VCS perspective.”

Quote from a delegate at our women’s conference, December 2012

Clinks has co-ordinated responses to a range of government consultations, including the Justice Committee inquiry into

women offenders, the Probation Review and the National Offender Management Service Commissioning Intentions.

Clinks director, Clive Martin, has given evidence at the Justice Committee enquiry into the Budget and Structure of the Ministry of Justice, and also to the Panel on the Independence of the Voluntary Sector.



VOLUNTEERING

PROMOTING THE VALUE OF VOLUNTEERING



We continue to promote the value of volunteering in the Criminal Justice System. Volunteering benefits offenders, volunteers and also statutory sector staff, as demonstrated in our publication ‘The volunteering relationship: what works?’, which highlights the many and varied benefits of volunteer involvement in the CJS.

“If you’d asked me [about prisoners volunteering] ten years ago I’d have said ‘keep them all banged up’. But it’s in everyone’s interest to have a smoother prison with less agitated, aggravated prisoners. Mentoring and volunteering really helps with that.”

Prison officer, HMP The Mount

“When you offer that kind of support [that volunteers give], offenders simply trust you more. It makes it easier to work with them – and then usually the word gets around as well. I’ve had people asking to be referred [for mentoring] because they have been impressed by how their friends have been doing.”

Probation officer, working in partnership with YSS

“Mentoring has been good for my mental wellbeing since I’ve been inside. It’s good to be good. Helping others makes you feel good about yourself. Volunteering can also help you progress in your own sentence. The prison staff know you and trust you, think you’re responsible, respect you. It’s

not put on a sentence plan but it helps you work your way down through the categories on your way to release.”

Beyond Prison peer mentor, Clinks' Volunteering case studies

6,200

volunteers were supporting **139** organisations in our recent survey

Volunteers continue to be crucial to the delivery of many services. The 139 organisations who responded to our recent survey are relying on 6,200 volunteers – an average of 48 volunteers per organisation.

Managing volunteers involves significant time and resources to recruit, manage and train them.

In recognition of their unique value and role, we continue to investigate how we can support volunteering in the Criminal Justice System.



We worked closely with four organisations to develop our 'Evaluating Volunteer Impact Toolkit', which helps organisations evidence the impact of their work with offenders and ex-offenders. This includes a set of criminal justice specific evaluation questions and accompanying analysis tools. We are

providing training and support to enable organisations to use these tools effectively. You can get the toolkit at www.clinks.org/publications/guides-resources/vol-eval-kit



Clean Break performing their play, 'Seventeen Minutes', at our 'Playing to our Strengths' conference

“If an organisation has a definite rationale for involving volunteers and that’s based on evidence, it helps us to consider the application. It helps us see if the organisation is thinking about the issues in the right way.”

Charitable foundation grants manager

GOOD PRACTICE



Throughout the year we published a number of resources highlighting elements of good practice in relation to volunteering, including a guide on peer mentoring, one for trustees, and case studies highlighting good practice in the recruitment, engagement and retention of women volunteers

and BAME volunteers. The complete set of guides is available at www.clinks.org/services/volunteering



“I wanted to feedback how good I think they [the volunteer guides] are and how excellent it is that they have been produced as a development and support tool for the VCS operating within criminal justice spheres. They are all top quality, very clearly presented and will be very useful to a great

many organisations. A wonderful resource.”

Mark Willoughby, Sovo

YOUTH JUSTICE



During 2012 our partnership with The National Council for Voluntary Youth Services (NCVYS) continued successfully, in order to combine

our knowledge and networks, and develop a greater expertise in youth justice. We are doing this through a range of approaches, including an online discussion forum, meetings with Members and working directly with young people to ensure their views and opinions are included. Clinks and NCVYS have used the information gathered to identify priority challenges for those working with young offenders in the VCS, and to explore ways of supporting the Sector with these.

“The positive partnership between NCVYS and Clinks highlights the importance of collaboration, through which both organisations have worked together to maximise impact and reach, using our individual expertise together to benefit the Sector and inform emerging policy.”

Faiza Khan, NCVYS

In July, an RR3 Task and Finish Group was convened to review the position of the VCS on youth justice, following the news that the Youth Justice Board was to be disbanded and responsibility for youth justice services passed to the Ministry of Justice. Members of RR3 were also concerned that cuts to statutory sector budgets for children and young people were already having unanticipated consequences for the Sector. Although the government has since reversed its decision to abolish the Youth Justice Board, it is clear that numerous challenges remain for the VCS working in youth justice, and for the provision of services for young people in the Criminal Justice System in general.

SUPPORTING THE SECTOR

THE STATE OF THE SECTOR



Clinks continues to monitor the impact of the economic downturn and changes in funding practices on the VCS working within the Criminal Justice System through our regular survey and reports. This information ensures we have an accurate picture of what is happening to the Sector, and its service users, and helps to inform the work we prioritise in order to provide effective support.



Many organisations are struggling to balance the demands of changing government strategy, declining resources and increased demand. We have already lost organisations and much needed services, and there is recognition that we will lose more and that there will be more redundancies.

Organisations reported increased levels of deprivation and marginalisation amongst their services users, which they struggle to address. Full reports are available at www.clinks.org/publications/reports/eco-downturn

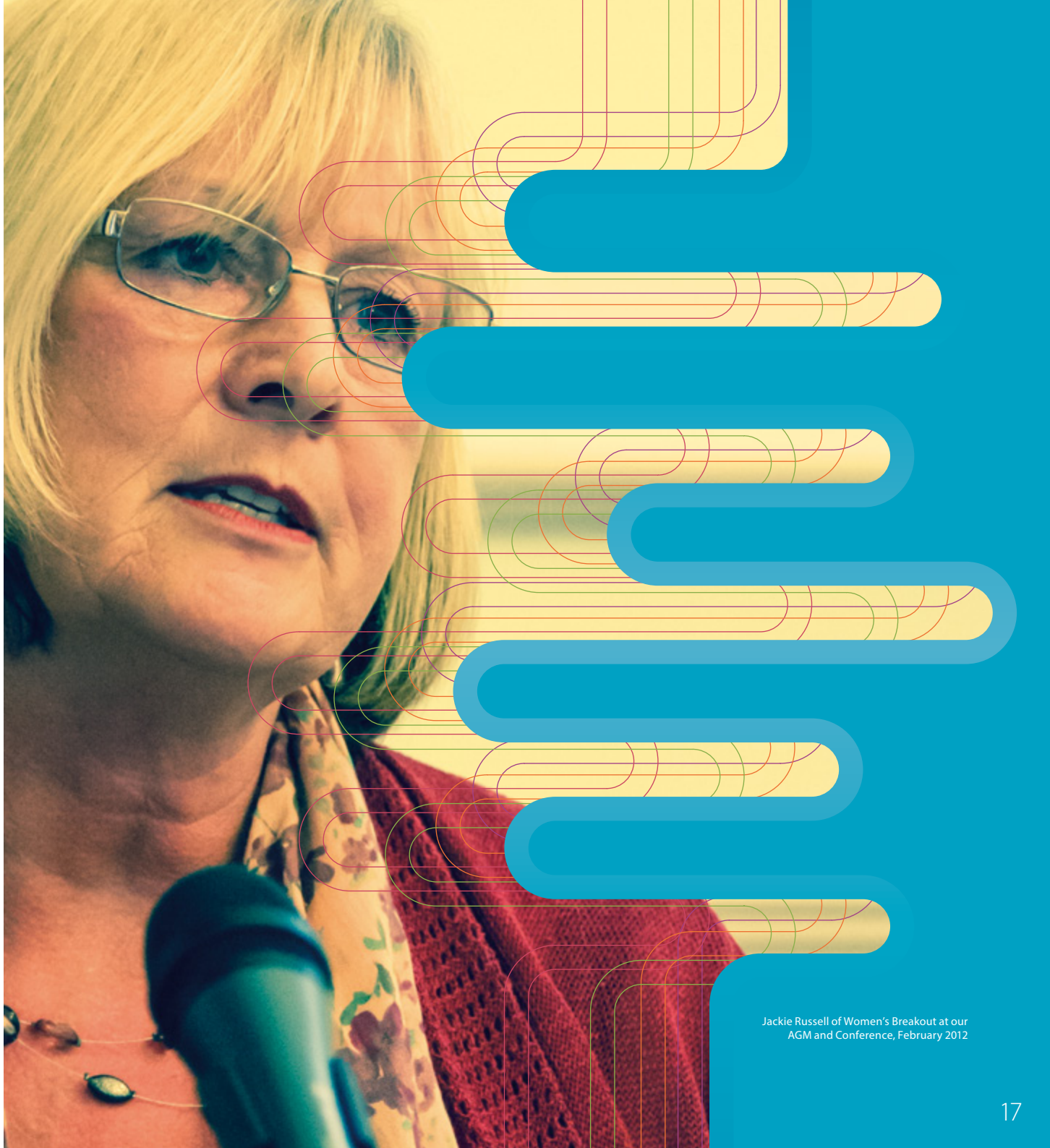
“The size of the projects being proposed for tender excludes all but the biggest organisations.”

“We’ve had to use reserves. We’re down to our minimum level and our auditor has said we must not go below that.”

“We’re totally fed up and don’t know which way to turn. We’ve cut staff hours but we’ve found people are continuing to work the same hours and we haven’t lost any services as such. Staff are getting paid for 20 hours and they are actually doing 30 plus hours; they don’t want to mess the clients about. This is unsustainable.”

LOCAL SUPPORT

Through developing relationships with the Voluntary and Community Sector locally, Clinks’ Local Development Team gathers intelligence to better understand how the current political and financial environment impacts upon a wide range of VCS organisations. The team uses this information to help shape Clinks’ responses to our Members’ needs, including developing new approaches, projects and services.



Jackie Russell of Women's Breakout at our AGM and Conference, February 2012

With a regional presence across London, the South West, Wales and Greater Manchester, the team is well placed to support, test and monitor innovative approaches to issues in criminal justice and community safety, through targeted research projects, developing new information and training.

SUSTAINABILITY

300+

organisations attended SWOP Funding Roadshows, **60+** Members received consultancy

In 2012 over 60 Clinks Members benefited from free short-term consultancy support provided by more than 25 consultants throughout England and Wales. Thames Valley Partnership received support through our Sustainable Work with Offenders Project (SWOP) to help organisations adapt to a more challenging funding environment.

“Your support came at just the right time – a small amount of consultancy kick started a bigger change process that is helping us respond to the current economic situation.”

Judy Munday, Thames Valley Partnership

Several organisations received support to help them gear up for bidding for contracts or for the re-tendering of their main contract. Others explored new income-generation opportunities and business models.

Improving outcomes measurement and communication about their work is helping organisations demonstrate the value of their services to funders and stakeholders.

SWOP also provided expert facilitation to organisations forming consortia for bidding or developing a supply chain. It's particularly helpful for smaller organisations.

“It was helpful to have an outsider's view of our work – we don't often have that opportunity.”

Sam Settle, The Prison Phoenix Trust

More than 300 organisations also attended five SWOP Funding Road Shows to address the financial challenges facing criminal justice VCS organisations and to explore income generation options.



Fiona Parker of London Criminal Justice Partnership at our 'Playing to our Strengths' conference

THE ROAD AHEAD

The economic situation remains gloomy, and the Government's agenda for small government and outsourcing continues. As a result, Clinks sees the sustainability of the Sector as a priority for the foreseeable future. We are delighted to announce that NOMS have agreed to continue the Sustainable Work with Offenders Project for another year. If you want support from a consultant to explore your organisations sustainability, get in touch. We will share success stories and develop tools and support for the common issues identified. More information at www.clinks.org/services/swop

Clinks will continue to explore commissioning and the issues and opportunities for the Sector. In particular, Clinks will continue to develop links and understanding between the private sector and the VCS with a focus on sub-contracting. We aim to produce information and support to enable you to make the best decisions about commissioning and contracts, to allow you to decide where and how you engage, or even if you do so.

Payment by Results will also be a key focus of our work, exploring how we can make it work as effectively as possible for the Sector, and those we serve. Our first in a series of case studies on this topic is due to be published shortly. We aim to give you a clear picture of how contracts work, and what you should be asking for.

As always, we want to hear from you if there are challenges you face which we are not working on, or if you have ideas or stories which you want to share to benefit the Sector. Clinks exists for you!



HMP Shrewsbury / Photo courtesy
of Writers in Prison Foundation
www.writersinprison.org.uk

MORE ABOUT CLINKS

STAFF

Clive Martin, Director

POLICY TEAM

Lesley Frazer, Policy Manager

Nicola Drinkwater, Policy Assistant

Clare Hayes, Senior Policy Officer

Katie O'Donoghue, Policy Officer

COMMUNICATIONS & PARTNERSHIP

Kate Aldous, Communications & Partnership Manager

Hazel Alcraft, Membership & Marketing Co-ordinator

Helen Coombe, Sustainable Work With

Offenders Project Co-ordinator

Joe Gardham, Communications Co-ordinator

Luke Martin, Membership Administrator

LOCAL DEVELOPMENT TEAM

Nathan Dick, Local Development Team Leader

Louise Clark, Local Development

Officer, South West & Wales

Isabel Livingstone, Local Development

Officer, South West

Jilly Vickers, Local Development Officer, London

ARTS & VOLUNTEERING

Jessica Plant, Arts Alliance Manager

Clare Taylor, Volunteering Development Officer

OFFICE

Richard Nicholls, Programme Manager

Jean Coates, Office Manager

Anne Taiwo, Finance Manager

SAFER FUTURE COMMUNITIES

Linda Pizani-Williams, Project Manager

Jess Mullen, Project Co-ordinator

Robert Price, Project Administrator

MANAGEMENT COMMITTEE

Paul Cavadino (resigned 2012)

Julian Corner

Robert Fulton

Lucy Gampell OBE

Norma Hoyte

Peter Kilgariff

Fergus McNeill (joined 2012)

Dame Anne Owers

Steve Rawlins

Tim Robertson

OFFICERS

Chair: Dame Anne Owers

Treasurer: Robert Fulton

Company Secretary and Director: Clive Martin

THANKS

Thanks to the following staff who left us during the year – Ben Jarman, Stephen Nash, Laura Foreman, Laura Lavery and Annalesha Edgehill – and also to Paul Cavadino, who was a trustee.

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 2012 is shown on pages 22-23. A full set of audited accounts is available from our registered office.

STAY INFORMED WITH CLINKS



Live updates of news and resources from Clinks and those working within criminal justice @Clinks_Tweets



Discuss, share and learn from other criminal justice professionals in our online community.

To find out more visit www.clinks.org



Features and interviews with speakers at our conferences www.youtube.com/user/ClinksVideos



Free weekly digest of opportunities, resources, funding, events and job vacancies www.clinks.org/subscribe



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

ACCOUNTS

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2012

	UNRESTRICTED FUNDS £	RESTRICTED FUNDS £	2012 TOTAL £	2011 TOTAL £
INCOMING RESOURCES				
Incoming resources from generated funds				
Voluntary income	75,258	–	75,258	35,000
Activities for generating funds	14,760	–	14,760	50,552
Investment income	13,663	–	13,663	15,789
Incoming resources from charitable activities	177,961	1,405,529	1,583,490	2,233,479
Total incoming resources	281,642	1,405,529	1,687,171	2,334,820
RESOURCES EXPENDED				
Charitable activities	170,524	1,564,276	1,734,800	1,920,570
Governance costs	9,507	849	10,356	8,359
Total resources expended	180,031	1,565,125	1,745,156	1,928,929
NET INCOME/(EXPENDITURE) FOR YEAR	101,611	(159,596)	(57,985)	405,891
Transfers between funds	(3,740)	3,740	–	–
Net movement in funds	97,871	(155,856)	(57,985)	405,891
Total funds brought forward	390,152	404,455	794,607	388,716
Total funds carried forward	488,023	248,599	736,622	794,607

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 2012.

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 30 October 2012 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

THANKS

We'd like to thank the following for
their financial support during 2012:

Barrow Cadbury Trust

City Bridge Trust

Esmée Fairbairn Foundation

Dulverton Trust

J Paul Getty

Home Office

LankellyChase Foundation

Ministry of Justice

Monument Trust

NOMS

Paul Hamlyn Foundation

Tudor Trust

Mike Fitzsimmons of NCVS at
our Safer Future Communities
conference in February 2012

CLINKS

59 Carter Lane, London EC4V 5AQ
020 7248 3538 | info@clinks.org
www.clinks.org

