

What if...

there was no voluntary sector?

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“It’s almost impossible to imagine the Criminal Justice System without the support of the voluntary sector. It would cost the taxpayer more and be less effective. There would be more reoffending, fewer volunteers, more victims of crime and less community engagement. Rehabilitation would be less flexible, less innovative and unable to respond to specialist needs and different communities.”

Clive Martin, Director, Clinks

A powerful advocate



The widespread and sweeping changes in criminal justice have created both challenges and opportunities for the voluntary sector, writes DAME ANNE OWERS, Clinks' Chair.

Clinks is respected as a trusted, effective advocate for the voluntary sector and an important reality-check for government. We are able to do this thanks to our extremely experienced and knowledgeable staff, our alliances with other organisations and the diversity of our members.

Clinks fulfils three key roles for the sector, particularly the small and medium-sized organisations that often lack their own advocacy and intelligence-gathering capacity.

- We act as a channel of communication to members about what is happening nationally and politically.
- We provide a voice for the sector as a whole in the corridors of power.
- We offer practical help to members and act as a catalyst for change.

These have been very apparent in a turbulent and challenging year. Our membership remains steady, showing the value we can add for local and national voluntary sector organisations. We have been able to highlight the real issues facing our members in our State of the Sector surveys. At the same time, we have pressed for appropriate recognition and understanding of the sector's value and needs during discussions on the new Transforming Rehabilitation (TR) contracts. And our publications and regular Light Lunch newsletter provide valued information and support to our members.

As for the future, Clinks will need to be dynamic and flexible, ready to respond to both risks and opportunities. Given our track record, I'm confident that we will continue to act as a powerful advocate and champion the vital contribution of the voluntary sector working in the Criminal Justice System.

An essential partner



Wherever you look in rehabilitation, you see the voluntary sector at work, says Clinks' Director, CLIVE MARTIN.

It's the voluntary sector that works with offenders to find housing, stay in accommodation, register with GPs, and integrate back into their communities.

In the last year, our members have achieved extraordinary results, some of which we highlight in this report. These achievements are all the more remarkable considering the continued restraint on spending. The prison population remains stubbornly high, and while the opportunity to engage 45,000 short term prisoners is much needed, this will increase demand for services.

A time of such rapid and major change really demonstrates the importance of the voluntary sector and an organisation like Clinks.

Throughout the Transforming Rehabilitation (TR) process, Clinks has been at the forefront of maintaining a dialogue between government and the voluntary sector, making sure our members (that want to and are able to) are well placed to participate in the new arrangements.

Over the next 12 months, we will continue to monitor the implementation of the new TR programmes to ensure that they work for those who they are intended to help.

Whatever happens in policy and commissioning, the role of the sector is the same: to encourage and support everyone to embark on a journey of change towards a better life, and to ensure that those who do have the opportunity to achieve that goal.

Together with our members, we will work to give people that opportunity, helping to reduce reoffending, cutting the number of victims of crime and making our communities safer places to live.

Insight

Clinks has insight into the Criminal Justice System through our expert staff and network of over 600 members who work with vulnerable people. Our members provide us with examples of good practice and innovation that can change lives.



“ We are seeing more women with a chaotic lifestyle ... we’ve seen more and more women who are actually worse in their desire to take their own lives. ”

“ They are phoning and saying, ‘I haven’t eaten for two days. Can somebody help me?’. ”



Photo by kind permission of Writers in Prison

Our members are **changing thousands of lives** every day.

The majority of people in the Criminal Justice System are working hard to overcome the challenges they face; such as drug addiction, poor mental and physical health, homelessness, unemployment, family breakdown, and poverty. Supporting someone to desist from crime is complicated, and requires a collaborative response between the service user and the experts or specialists working alongside them. Without the commitment of the voluntary sector, and the expertise of their staff and volunteers, our Criminal Justice System simply wouldn’t work.



What if... you had nowhere to live?



By providing stable accommodation, **Community Campus '87** has enabled their clients across Teesside to stop their drug use, desist from crime and enter productive society. John has been staying in a Community Campus house. He says this is the reason why he has been able to come off and stay off heroin, and stop offending. John says "I've got a nice house, I pay my bills, I never used to, never dreamed I would... when you're on the gear, there's no way you pay your bills ... I'm sorted now ... it's the chance I've always needed."

What if... you couldn't express yourself?



"Helix helped me get through my troubled childhood ... I've always liked photography, but Helix help me get right into it ... I got into a course at college and I'm still there now, three years later." **Helix Arts** work across a range of art forms; through ten years of practical experience they have seen how participation in the arts has changed the behaviour and outlook of offenders which is leading to desistance from crime.

What if... you had no access to health care?



Using a 'one-stop-shop' model, 90% of **Lancashire Women's Centre's** clients report an improvement in their mental health and wellbeing. "Jessie was arrested for a first offence of on-street drinking and assessed by the triage team in the custody suite. She had been on the waiting list for a counselling referral from her GP for 12 months. She disclosed significant debt problems and had previously been admitted to hospital having tried to kill herself. We referred her to our debt advice service, and were able to see her at one of our local centres within a few days. She is now attending courses and is getting support to apply for jobs and training, making a real difference to her life."

What if... you couldn't get a job?



Fine Cell Work developed a social enterprise at HMP Wandsworth to train prisoners to do commercial craft work in their cells. "Most prisoners want to change and not come back ... If not for Fine Cell, I wouldn't have kept my self-respect and respect for others. If only people could see the change in people once they start work. Anger issues go. They realise that they have to concentrate on what they are doing. When you can earn extra money and send it home, or put extra money on your phone credit to allow you to speak more often to your family and friends, it helps to make you feel part of the life you once had and that you can once again have ... It gives prisoners a chance to change."

What if... you weren't met at the prison gate?



"If **Open Gate** hadn't met me at the gate and put me on the train, I'd have gone straight back inside." After spending time in prison, there are many life issues to sort out on release. The list of priorities that need immediate attention include finding somewhere to live, sorting out your benefits, and registering with a GP. This would be difficult enough for a strong and resilient individual. However, with poor mental and physical health, no knowledge of local administrative systems, little money and no transport, the task becomes almost impossible. The time of release from prison carries a high risk of reoffending for some, particularly those with historical alcohol or drug abuse problems.



Voice

People trying to turn their lives around have little or no say in how the Criminal Justice System could be more effective. Our members speak out to change this, and Clinks amplifies their voice through lobbying and campaigning on issues that matter.

Speak
out!

“Clinks are, in my opinion, the best we could possibly hope for in a membership body.”

“People can change and there has to be support available to allow that to happen.”

Our members put **people at the heart of everything** they do.

People deserve the best possible services that are effective, relevant and flexible to their individual needs. The voluntary sector provides services that are responsive to local communities and the complex problems that vulnerable people face. This informs the change Clinks advocates for, and provides examples of best practice and improved services. We raise the voluntary sector's concerns through our regular contact with ministers and key decision makers to make sure they recognise the sector's critical role in delivering a better Criminal Justice System.



Speak out... to promote change

Speak
out!

Exploring what good rehabilitation looks like requires input from a vast range of services and academic perspectives to tackle the complicated causes of crime and their impact on individuals, families, and communities. Clinks' robust discussion paper on what good rehabilitation looks like has informed how we respond to the Government's commissioning intentions, and the role we think the voluntary sector should play in rehabilitation.¹

We also inspire the workforce to think and act differently. The National Alliance for Arts in Criminal Justice has held events across the country to introduce inspirational artists and arts-practitioners to prison governors, Heads of Learning and Skills, and the prison inspectorate team to promote innovative practice in arts in prison settings. www.artsincriminaljustice.org.uk

Speak out... on emerging needs

Speak
out!

Our State of the Sector survey enables us to understand the changing needs of the organisations we exist to support.² We have also conducted an in-depth review of the role that infrastructure plays in criminal justice, which will inform what we do in the months and years to come.

We recognise that the health commissioning landscape has changed dramatically, and that many organisations struggle to understand and engage with this area of work; Clinks' health guides support the sector to more effectively meet the health needs of offenders.³

Speak out... for the people with no voice

Speak
out!

People with multiple and complex needs often go unheard. They are struggling to tackle the realities of homelessness, drug addiction, mental ill health, and the Criminal Justice System.

Our Making Every Adult Matter (MEAM) project, Voices from the Frontline,⁴ has allowed us to speak directly to service users and practitioners so that they can express their collective hope for a different system, and frustrations with the existing one. This builds on a long history of Clinks, and the organisations we support, advocating for a much bigger role for service users in the design and delivery of the Criminal Justice System. www.meam.org.uk

Speak out... on issues that matter

Speak
out!

Our regular briefings and surveys ensure we communicate the diverse views and experiences of the voluntary sector. We provide the sector with a platform to share their expertise and have their voices heard. This enables us to showcase the issues that matter to the voluntary sector. In 'Clinks Thinks' we have set out our policy position on key issues in the run up to the general election in 2015.

Clinks has ensured the voluntary sector's views are heard and represented as the Transforming Rehabilitation reforms have emerged. We have provided a dedicated web resource, regular blogs, in depth policy briefings, advice on the contracting arrangements, and a legal support project to provide organisations with quality advice.⁵ www.clinks.org/resources

1 www.clinks.org/discussion-papers

2 www.clinks.org/eco-downturn

3 www.clinks.org/health

4 www.clinks.org/vftf

5 www.clinks.org/tr

Catalyst

Our role as a trusted, honest broker enables our members to affect change from ministerial level through to local authorities. We are a catalyst that creates positive change for people in criminal justice.



“Clinks has been very supportive – what they say they will do, they will deliver – quite personalised all the way through. You can ask questions and they call and they send resources ... A really sorted team.”



How to... inspire frontline staff

The National Alliance for Arts in Criminal Justice's professional mentoring scheme was set up in response to a member's suggestion to link experienced practitioners with new emerging artists. We trained members in mentoring skills, set up successful partnerships and received funding from Arts Council England to continue with the scheme.

“Having someone I can go to when I feel overwhelmed or when I have questions gives me the confidence I need to make my project a success. I look forward to the journey ahead and feel fully prepared thanks to my mentoring relationship.”

Mentee



Our members are at **the forefront** of innovation.

Clinks' members spark debate and provide solutions to issues in the Criminal Justice System, both old and new. We will always highlight the needs of the voluntary sector, but if we are to make genuine progress we must also address the failures of the system we work in. This includes tackling the causes and consequences of racism, discrimination, and inequality. Clinks encourages innovation, and advises on the best way to commission services.



How to... address inequality



Clinks is tackling poor outcomes for Black, Asian and Minority Ethnic people in the Criminal Justice System. In partnership with BTEG we set up the Young Review, a task group with ministerial support, led by Baroness Young. The Review's final report was launched in the House of Lords in December 2014 and presents clear recommendations to reduce over-representation and poor outcomes for this group.

Who Cares?

"Women deserve a decent chance to rebuild their own lives and the lives of their families. We need to support women, and the organisations they come into contact with, to do the best job possible during difficult personal and economic times."



Who Cares? captured a two year long conversation with women's organisations to highlight their experiences, as well as the changing needs of women in the Criminal Justice System.



How to... commission great services

"One of the most useful documents we've ever got regarding commissioning."

Community Rehabilitation Company

More than just potential providers of services; voluntary sector organisations are advocates, campaigners, sources of vital information on service user need, a critical eye on existing services and innovators that drive social change.

Clinks interviewed frontline organisations about their experience trying to engage in commissioning over a year, and spoke to commissioners themselves. This rich information helped us develop a vision of good commissioning for rehabilitation and desistance, set out in the report *More Than A Provider*.



How to... address the root causes of offending



It is estimated that there are around 60,000 adults with multiple and complex needs across England and Wales.

They often live extremely chaotic lives; living in temporary hostel accommodation, suffering from undiagnosed mental health conditions, struggling with entrenched substance misuse, experiencing poor health outcomes, and in regular contact with a Criminal Justice System that isn't geared up to support their needs.

Clinks provides support through the Making Every Adult Matter (MEAM) pilots to improve services for these individuals.

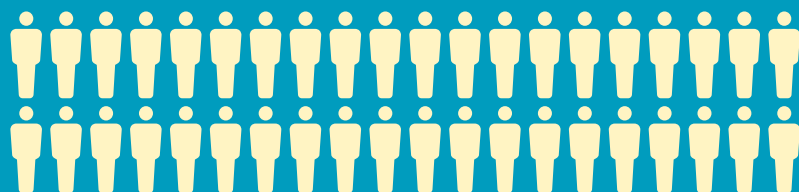
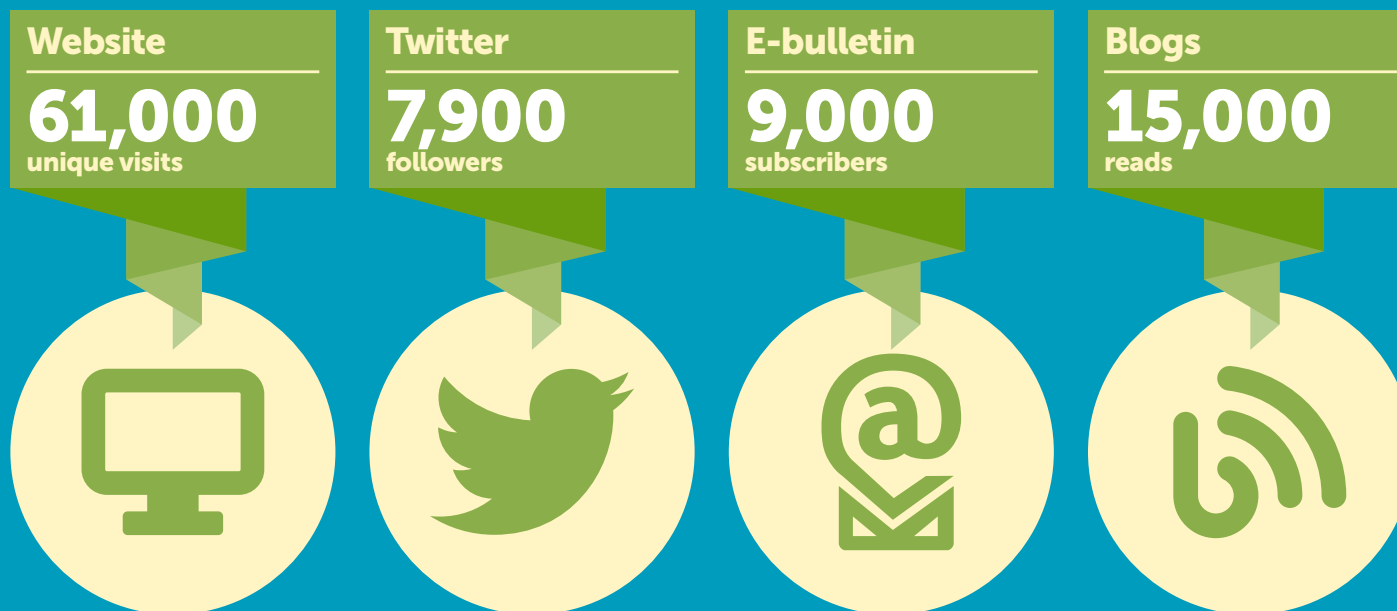
"Clinks provides invaluable support, insight, and drive for our services and the service users that benefit from it. They're a respected independent champion who make real change at operational and strategic levels."

Joe Kemetmuller, Sunderland MEAM Co-ordinator



Doing more with less

Our social media activity brought Clinks to new audiences in 2014. We saw a 20% increase in visitors to Clinks.org, a 61% increase in people reading our blogs and a 35% increase in Twitter followers.



Clinks

610 members

“Clinks is always there – you will get a supportive response and advice. I talked to them about a new programme, they introduced me to other organisations; they are constantly updating us with funding opportunities.”

Thank you to our funders

- Paul Hamlyn Foundation
- J P Getty Jnr Charitable Trust
- Esme Fairbairn Foundation
- LankellyChase Foundation
- The Tudor Trust
- Monument Trust
- Barrow Cadbury Trust
- Ministry of Justice
- National Offender Management Service
- Northern Rock Foundation
- Trust for London
- Department of Health
- European Commission, Directorate-General Justice
- Cabinet Office
- Calouste Gulbenkian Foundation
- Pilgrim Trust
- Allen Lane
- Arts Council England
- The Dulverton Trust

Summary of accounts

Statement of financial activities (incorporating income and expenditure account) for the year ended 31 March 2014

	Restricted funds £	Unrestricted funds £	2014 total £	2013 total £
Incoming resources				
<i>Incoming resources from generated funds</i>				
Voluntary income	-	272,580	272,580	255,000
Activities for generating funds	-	19,900	19,900	18,308
Investment income	-	14,554	14,554	12,625
	-	307,034	307,034	285,933
<i>Incoming resources from charitable activities</i>	1,308,760	19,262	1,328,022	1,634,623
Total incoming resources	1,308,760	326,296	1,635,056	1,920,556
Resources expended				
<i>Charitable activities</i>	1,375,929	180,067	1,555,996	1,862,744
<i>Governance costs</i>	-	6,843	6,843	13,241
Total resources expended	1,375,929	186,910	1,562,839	1,875,985
Net (outgoing)/incoming resources before transfers	(67,169)	139,386	72,217	44,571
Gross transfers between funds	(3,181)	3,181	-	-
Net movement in funds	(70,350)	142,567	72,217	44,571
Total funds brought forward	219,684	561,509	781,193	736,622
Total funds carried forward	149,334	704,076	853,410	781,193

For our full accounts please visit: www.clinks.org/resources-about-clinks/financial-accounts



Our vision

Clinks' vision is of a vibrant and independent voluntary 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 sector working with offenders. Clinks aims to ensure the sector and all those with whom they work, are informed and engaged in order to transform the lives of offenders.

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Join Clinks

Strengthen the voluntary sector in criminal justice by joining over 600 members.

www.clinks.org/membership

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