

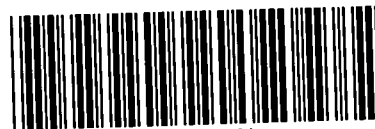
# Annual report and financial statements

for the year ended  
31 March 2021

## CLINKS

Supporting the voluntary sector  
working in the criminal justice system

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COMPANIES HOUSE

# Voluntary Criminal Justice





Cover photo: Clinks AGM 2018

## **Covid-19 has had a profound and unprecedented impact on everyone working in, and affected by, the criminal justice system.**

Voluntary organisations have continued to support people in these extraordinary times, their resilience tested to the extreme. They have had to make difficult choices as they reckoned with the disruptive impact of the pandemic on their services, dramatically increased need among the people they support and significant financial pressure.

We've seen countless examples of the resilience and flexibility in our sector as it has grappled with these challenges. Clinks, working alongside the sector, has continued to support, promote and represent voluntary organisations throughout this extremely challenging time.

We too have needed to rapidly adapt to new ways of working, as many in our sector have done. 2020-21 saw us respond creatively and work flexibly to continue to deliver the ambitious aims set out in our strategy, *Creating change together*, in the context of the pandemic.

This report details our achievements and progress towards our goals in the second year of our three year strategy, plus our plans for the future, set out across our five strategic objectives, followed by a financial review.

## Annual report

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# Annual report



# Our charity

## Our vision

A vibrant, independent and resilient voluntary sector that enables people to transform their lives.

## Our mission

To support, represent and advocate for the voluntary sector in criminal justice, enabling it to provide the best possible opportunities for individuals and their families.

## Our values

### Our members

Voluntary organisations play an essential role at the heart of our criminal justice system.

### Using evidence

In order to improve the system we must amplify the voices of voluntary organisations working in criminal justice.

### Involving service users

We are committed to supporting the effective involvement of people with lived experience of the criminal justice system to inform policy and practice.

### People's capacity to change

We believe that every individual should have the right support so they can transform their lives.

### Equality

We proactively identify and tackle disadvantage, discrimination and inequality in our criminal justice system.

### Inclusivity

We strive to be approachable, accessible, inclusive and collaborative.

## Our strategic objectives

- 1 Promote the work and value of the voluntary sector in the criminal justice system, with a particular focus on smaller specialist organisations.
- 2 Support voluntary organisations working in the criminal justice system with individuals and their families.
- 3 Represent and advocate for the voluntary sector and its service users.
- 4 Identify challenges and opportunities facing the voluntary sector and its service users, and work together to find and implement solutions.
- 5 Clinks being effective, efficient and professional in its work and operations. Ensuring we have the systems, resources and processes to achieve maximum impact.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

#### Strategic objective 1

### Promote

By 2022 we will increase and improve the knowledge and understanding of the role and value of voluntary organisations, especially small and specialist ones, amongst criminal justice system practitioners.

## Our achievements

### A comprehensive communications programme

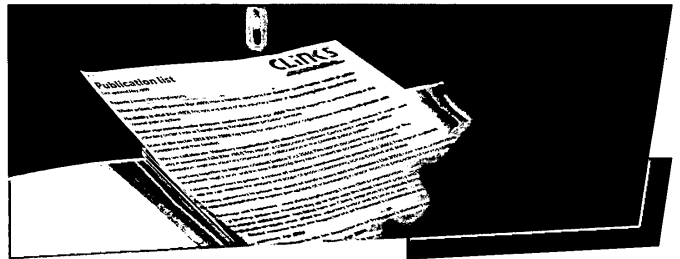
In 2020-2021 we delivered a wide range of communications across our various channels to meet the information needs of voluntary organisations working in the criminal justice system, and support Clinks to deliver objective 1, and our staff to deliver the communications needed to deliver objectives 2-4.

### A strategic communications offer during the Covid-19 crisis

Covid-19 meant that we needed to quickly adapt our work to meet the changing communications needs of organisations in the pandemic. Presented with this new and unpredictable situation, in March and April 2020 we revisited our communications plans and set out how we would use our channels flexibly and effectively whilst new challenges were presenting themselves. These challenges included:

- Higher volumes of information regarding Covid-19 to process and disseminate. Less volume of information regarding other topics.
- A greater need for information on issues which impact the whole voluntary sector, not only those working in criminal justice.
- A large proportion of the information was needed urgently by organisations.
- Information being received by Clinks from new sources.
- The flow of information from Her Majesty's Prison and Probation Service/Ministry of Justice (HMPPS/MoJ) and wider government meaning it wasn't always possible to communicate in the most timely manner.

Our aim was to prioritise content that was voluntary sector and criminal justice-specific, whilst also disseminating more content from across the wider sector than we usually would. Throughout the year we worked closely with communications colleagues in HMPPS to ensure we had the most up to date information to disseminate to our audiences.



Clinks conference 2019

Due to the urgency of this need, our communications were balanced more towards this than towards championing the role of the sector than they may have been in other years. However, we also continued to ensure that our communications channels supported the work of other teams to promote, support and represent the sector.

Through a range of channels we publicised our regular surveys to obtain timely information on the impact of the pandemic on voluntary organisations. On average, 118 people responded to each survey, giving us rich and robust information with which to inform MoJ/HMPPS and our own support to the sector. The findings of this research were published in December 2020.

We have clearly communicated, through our channels, the role and value of the voluntary sector both in meeting the needs of people in prison and throughout the probation programme development and the commissioning process.

## Ebulletins

Ebulletins played an important role while delivering our objectives during the pandemic, including to deliver information to – and promote the work of – small and specialist organisations. We delivered 121 emails over the year. We continued to see an increase in subscribers across our ebulletins and had 23,243 subscriptions to our ebulletins at 31 March 2021. Thematic ebulletins were delivered based on areas of work including policy, health and justice, arts, and women. Updates from HMPPS were delivered to subscribers where possible regarding the status of prisons, regarding social visits, and access to prisons for voluntary organisations. This included:



We also sent newsflashes to our Light Lunch audience, up to twice weekly. We sent out more newsflashes than we usually would, and at a different schedule, to deliver urgent information where that was needed. We successfully publicised our expanded digital events programme using our channels, with the largest number of bookings coming through our newsflash programme.

## Social media

Our two Twitter accounts, @Clinks\_tweets, and the National Criminal Justice Arts Alliance account @ArtsCJS were used throughout the year to deliver breaking sector-specific news, and deliver information in a timely manner. Followers also interacted with us using this platform, creating a space for discussion and debate. Using these accounts, we highlighted our members' work, and that of the wider sector, amplifying their voice and showcasing how organisations were adapting during the pandemic. As part of a coalition of infrastructure organisations we advocated for the financial needs of voluntary organisations with the #NeverMoreNeeded campaign, and its component hashtag #RightNow.

The National Criminal Justice Arts Alliance Facebook page delivered news and updates of specific relevance to staff at arts organisations and individual practitioners. Our LinkedIn account also saw an increase in popularity. Followers could receive priority updates from Clinks regarding news and developments in the criminal justice system. Being a professional networking platform followers engaged with our posts advertising job vacancies, and funding opportunities relating to Covid-19.





## Websites

Due to the fast-paced, changing and unpredictable nature of the information regarding the pandemic, we set up a dedicated 'live' web page, which we kept updated regularly – often daily during the first few months of the pandemic. This allowed us to reach the sector with the latest information we had available as the situation evolved.

The page contributed to a key aim of our communications during this time to make the amount of information less overwhelming and easier to navigate for organisations. The page gave sector-specific information, collated essential updates and signposted to helpful information from the wider voluntary sector and arts and culture sector. We populated a frequently asked questions sections of this page through our engagement with the sector through our dedicated Covid-19 mailbox and our regular engagement with HMPPS regarding the sector's concerns.

News articles on the NCJAA website kept arts and cultural organisations and practitioners up to date with arts-specific news whilst signposting to the Clinks website as the main hub of information.

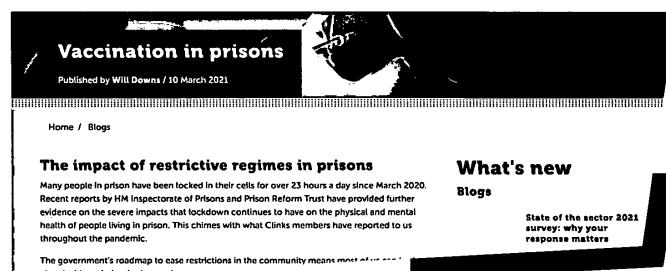
To provide and contribute to thought leadership in the sector, this year we continued our commitment to remove stigmatising language from our communications by removing the word 'offender' from the title of our Directory of Services.



## Blogs

Our website blog function published longer pieces of written content giving updates on Clinks' work, discussing the challenges and opportunities in the sector, and highlighting organisations' work during the pandemic. Blogs were used as a key part of our communications celebrating the success of our Covid-19 Response Grants programme, and Winter Support programme. We announced the successful organisations, updated our audiences on this piece of work, and used it as a platform to share our key messages around our work as part of the #NeverMoreNeeded campaign.

Blogs provided regular information and commentary on the progress of the probation reform programme. This kept the sector up to date, promoted its role in supporting people under probation supervision and highlighted where there were barriers to the sector's involvement and the policy solutions we advocated for.



## Publications

We launched **43 publications**. Key reports, briefings, responses and other documents published throughout the year included:



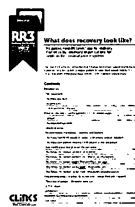
### **The target operating model for probation**

An in-depth analysis of Her Majesty's Prison and Probation Service's (HMPPS) target operating model for probation published on 3 March 2020 and its implications for the voluntary sector.



### **Managing volunteers**

A guide produced in partnership with NCVO, including guidance on developing a volunteer programme, recruiting volunteers, and rewarding, recognising and retaining volunteers.



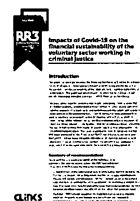
### **What does recovery look like?**

A paper from the Reducing Reoffending Third Sector Advisory Group, looking at the post-Covid-19 landscape for delivery of services by voluntary organisations for people in the criminal justice system.



### **Race and ethnicity: a critical moment – a letter to Dr Jo Farrar**

In this letter, voluntary organisations led by racially minoritised people set out five areas for action that HMPPS must take in order to address the challenges of these organisations in the criminal justice system.



### **Impacts of Covid-19 on the financial sustainability of the voluntary sector working in criminal justice**

A Reducing Reoffending Third Sector Advisory Group paper exploring the impacts of the pandemic on the sustainability of the voluntary sector working in the criminal justice system.



### **Shared expectations: Clinks membership code of conduct**

This code of conduct outlines Clinks' values, our expectations of each other, and expectations regarding the behaviour of our members and their staff towards Clinks, other members and overall.



### **The impact of Covid-19 on the voluntary sector in criminal justice**

An in-depth report examining the profound impact Covid-19 has had on voluntary organisations in the criminal justice system and the people they support.

## Press and media coverage

- In June 2020, Chief Executive Officer Anne Fox was quoted in a Civil Society news article regarding the probation reform programme, *Over £100m a year will be on offer to charities that run rehabilitation services*. The article also linked to a Clinks blog article with further detail on the new probation model.
- In July 2020 Anne was interviewed on National Prison Radio on how the voluntary sector was faring during the pandemic.
- In September, Anne was interviewed on the JUSTICE podcast with founder and prison philanthropist Edwina Grosvenor. Anne discussed the importance of understanding the needs of organisations working in criminal justice, particularly in the pandemic context.
- An article was published in the November 2020 edition of the Association of Members of Independent Monitoring Boards *Independent Monitor* publication. Amanda Sherriff, MEAM Partnerships Manager South West, wrote about the experiences of people in prison, and leaving prison, during the pandemic.
- In March 2021 Clinks, as part of a coalition of organisations, wrote to the prime minister warning that the government's plans for policing and sentencing will further entrench racial inequality in the criminal justice system. The Independent, iNews and The Voice online covered the story.

### Communications strategy

- Inform and influence the sector and stakeholders through a continued comprehensive communications programme, developing our strategic communications offer, and extending our reach by maximising the use of our channels. This will ensure that the sector has the information it needs to support its beneficiaries and is valued and understood in an external environment which in 2021/22 will see the launch of the new probation model, the passage of the Police, Crime, Sentencing and Courts Bill through parliament and recovery from Covid-19.
- Continue to keep Clinks' website up to date to make sure information, briefings, tools and other resources are accessible.
- Publicise funding opportunities and signpost to sources of funding support to help support sustainability of the sector.
- Begin the development of a new communications strategy, map our stakeholders and embed our strategy in our delivery.
- Deliver our communications using digital tools to optimise our reach and further provide the sector with information and support in accessible formats.
- Provide support in engagement with this year's Monument Fellowship question, curated by Diagrama.
- Support the sector to understand and optimise the impact of its messaging and communications activity in achieving its aims.

Strategic objective 2

## Support

**Clinks supports voluntary organisations working in the criminal justice system with individuals and their families.**

By 2022 we will have established thematic and location based networks for voluntary organisations and practitioners supporting people in England and Wales with specific needs or protected characteristics. Organisations across the country working in a range of ways will have improved access to Clinks' offer.

Clinks conference 2019

Our achievements

Built on our events and training offer

The pandemic made physical events impossible at the beginning of the financial year. We embraced online platforms to host our events and ensure that we could provide an enhanced events offer which supported our members and the wider voluntary sector to connect and develop at a crucial time.

Utilising digital technology has been vital in enabling our work and engagement with the sector to continue. Delivering events online has led to a significant increase in both the number of events and the participation from the voluntary sector across England and Wales. Video conferencing technology reduced costs meaning we could offer free attendance. Our events were much more accessible, including to those who had experienced a reduction in income during the pandemic.

We held monthly events for organisations to meet and network thematically and geographically. This also allowed us to increase our reach incorporating the whole of Wales and England. We have increased our members' involvement in planning our events and 70% of our members attended at least one event.

“Amazing event. Congratulations to all involved in bringing it together, presenting brilliantly, sharing your words, performing your art. An enriching reminder about the incredible community of people who are delivering and creating fantastic art and opportunities.”



5,025  
event registrations  
for 114 events



Clinks AGM 2019

We supported our members through the early stages of the pandemic with monthly events, bringing together a wide range of organisations that had ceased delivering their services, to ensure information was flowing between them and prisons, the Ministry of Justice and Her Majesty's Prison and Probation Service.

“Thank you everyone for putting this together, sharing yourselves in your art, your truth. I feel very privileged. So much to take back with me for the young people I work with.”

### Highlights from our events and training programme

- In Autumn, we organised a range of events to support the sector in being ready for the **commissioning of rehabilitation and resettlement services under the new probation model**. We organised 21 events in this series, with 1,394 delegates attending.
- In early 2021, we started to run our **Influencing policy seminars**, as part of our Stronger Voice project funded by Lloyds Bank Foundation for England and Wales, to share learning across the sector of different ways in which organisations have influenced change. The first seminars featured Unlock and the Prison Reform Trust and we will be continuing this work in 2021-22.
- Our **annual conference**, the first one to be delivered online, had our highest ever attendance and incorporated a range of member organisations facilitating panel discussions and workshops. The conference focussed on the key issues of the day, including supporting staff and volunteers working from home, utilising technology to continue case work and briefing organisations on insurance and legal risks the pandemic brought.
- The **Annual General Meeting** also had a record turnout, with members coming to hear about our achievements over the year and hearing from our keynote speaker, Sir Brian Leveson.
- The National Criminal Justice Arts Alliance **Anne Peaker lecture** given by Lemn Sissay provided great insight into the arts in criminal justice and sparked a lively debate.
- We delivered **capacity-building training** to organisations in our women's network. We also developed a training programme to **support the sector to amplify its voice** as part of the Stronger Voice project, which will be delivered in 2021-22.

Due to the focus of our Working and Volunteering in Prisons training, and as a result of the restrictions on accessing prisons during the pandemic, we suspended this training programme this year.

“ Ahh man! Thank you fabulous NCJAA and Clinks! You've been a lifeline to us organisations this year! And agree with other organisations that actually this works well for those with less capacity to travel.”

“ Incredible event. I feel inspired and re-energised!! Thanks to everyone.”

### Our local work

The area development team utilised digital technology in place of physical face-to-face meetings to build on existing relationships with the sector and to continue to provide support and opportunities for organisations to come together regularly through region-specific criminal justice forums. Delivering support in this way also meant we could extend our reach in other areas through running 'All England' and 'Wales' forums. We saw higher involvement from organisations that are based in areas where we do not have a dedicated area development officer – overall, 44% of those that attended an event were in an unstaffed area (across our entire events programme). These events provided opportunities for information sharing, discussion and feedback, focussing in particular on the challenges that the voluntary sector has faced during the Covid-19 pandemic in operating and delivering services and the recovery landscape.



We have continued to grow our regional presence, recruiting a London Area Development Officer. Almost half of voluntary organisations working in the criminal justice system have a presence in London according to our most recent State of the sector research.

The team continued to provide one-to-one support and information to members through online meetings, email and phone conversations around a range of subjects and issues, including funding challenges, partnership working and, in particular, the complexities faced by the sector working in the criminal justice system during Covid-19 and the probation reform agenda and commissioning process. In response to this we set up dedicated Covid-19 and probation email mailboxes for organisations to send us information and queries. The information received enabled us to inform and influence at both a national and local level.

Our area development team has worked together during the pandemic to provide a more joined-up offer to organisations. We developed a dedicated role working alongside our networks and staffed areas to ensure there is a good flow of information and support to organisations sitting outside of those areas and specialisms. This has been particularly focused on Covid-19 and the probation reform programme, managing the Covid-19 and probation email mailboxes to triage support requests and collate information to inform our support offer and influencing work.

The area development team has continued to provide representation at regional and sub-regional strategic boards and meetings in the North East, North West, London and Wales. These included reducing reoffending boards, local criminal justice boards and cross-sector thematic groups to influence and ensure sector involvement and engagement in regional policy and strategy development. We have worked with senior stakeholders from national government in Wales, local and devolved authorities, police and crime commissioners and prisons, and have fostered relationships with the newly appointed regional probation directors in areas where we have staff representation and beyond into unstaffed areas. These will continue to be key relationships so that we can ensure that organisations are engaged in future probation commissioning.

**Delivered consultancy support to racially minoritised organisations**

In January 2021, with funding from Her Majesty's Prison and Probation Service, Clinks developed a consultancy support programme to support and strengthen voluntary organisations working in the criminal justice system that are led by and focused on racially minoritised people.

Delivered in partnership with the Black Training and Enterprise Group and Eastside Primetimers, the programme aimed to:

- Provide capacity building support to organisations to enable greater partnership working
- Relationship building
- Engagement with commissioning opportunities and associated structures, including the probation Dynamic Framework.

Expressions of interest were received from 60 organisations. 50 eligible organisations had development conversations with consultants to identify their areas of priority and focus for the consultancy. This was followed by up to three days of individual consultancy support, based on their organisations' needs, alongside a programme of workshops, small group sessions and coaching opportunities.

We aim to build on the insights from this programme to support organisations through our recently established race and justice network.



**50**  
organisations supported  
by our consultancy support  
for racially minoritised  
people specialists

In 2021-22 we will focus on meeting the needs of the voluntary sector at a time of unprecedented challenge, particularly in recovering from the Covid-19 pandemic and in the context of a new probation model.

We will provide more support to organisations in more regions.

Maintain our footprint in the regions we currently have dedicated resource, covering new geographical areas subject to need and funding.

Develop the way that we work so that we can provide consistent support across the country where we don't have a dedicated area development officer.

Continue to facilitate regular criminal justice forums for England and for Wales, in addition to holding regional informal criminal justice networks every month in staffed areas in England.

Ensure that the sector is represented and heard at a regional strategic level with stakeholders and senior leads, including probation directors and their senior teams to enable better links with the sector and make sure it is fully engaged in future probation commissioning at a local level.

Identify, and provide support around, the challenges that voluntary organisations face in a continuously uncertain environment in order to inform and influence future strategies and developments.

Carry out a review of how we support the sector through membership, events and training, ensuring that our offer best meets the needs of our members

Reflect on the learnings from running online events and how it has helped us to broaden our reach to organisations that may not have previously been able to take part

Continue to increase our members' involvement with events and training.

Continue to support and engage with voluntary organisations to identify and understand their needs and the ongoing challenges they face, particularly within the Covid-19 recovery landscape and the probation reform agenda and emerging commissioning structures.



Clinks conference 2019



Strategic objective 3

## Represent

**Clinks represents and advocates for the voluntary sector and its service users.**

By 2022 we will build on our established reputation as a trusted advocate and work with a range of UK and Welsh government departments, national and local agencies. We will be widely known for our ability to connect people with practical expertise in an impactful way with those developing policy and services.

 Clinks conference 2019

## Our achievements

### Represented organisations during the reforms to probation

Our engagement with the probation reform programme – highlighting challenges and barriers for voluntary organisations to engage with the commissioning of rehabilitation and resettlement services – successfully led to the voluntary sector emerging as the main partner. Two thirds of the total contract value for day one probation services has been awarded to voluntary organisations. We built strong and constructive relationships with the probation reform team and facilitated their engagement with voluntary sector organisations to support their understanding of organisations' experience of the commissioning process and the team's ability to draw upon the voluntary sector's knowledge and expertise.

Our influencing led to a more holistic service being commissioned for women than was originally planned – which was subsequently awarded to only voluntary sector organisations, the majority of which were specialist women's centres – and changes to some of the technical requirements for the contracts meaning more organisations were able to be involved.

### Responded to the impact of Covid-19

The Covid-19 pandemic has had severe and far reaching consequences for voluntary organisations working in the criminal justice system. There was a clear need to understand the impact the pandemic had on organisations during the pandemic to inform our work. We ran six surveys over a six month period between March 2020 and August 2020 to understand the impact of the pandemic on voluntary organisations working in the criminal justice system. On average, 118 organisations responded to each survey. At the beginning of the pandemic we shared our findings with the Justice Select Committee and Ministry of Justice. The research culminated in a report, *The impact of Covid-19 on the voluntary sector in criminal justice*, which we launched at an event, and at which we heard about the impact of the pandemic directly from our members. The event was attended by a number of key stakeholders, including officials from Her Majesty's Prison and Probation Service and the Ministry of Justice.

In 2020-21 we were active members of the #NeverMoreNeeded campaign alongside other voluntary organisations. Through this work we collaborated with our partners to advocate on behalf of the sector, outlining the important work organisations have undertaken during the pandemic as well as outlining their important role as restrictions eased and we moved towards recovery. Through this campaign we demonstrated the sector's financial challenges and advocated for additional government funding – informed by our research – to address this.

### Amplifying the sector's voice

We were pleased to have received funding from Lloyds Bank Foundation for England and Wales for our Stronger Voice project. This aims to support the sector to influence policy, both nationally and locally, and come together to speak with a unified voice. Earlier this year we started our series of expert seminars. We heard from Prison Reform Trust and Unlock about their approaches to influencing policy as well as from our own policy team about Clinks' work. We were pleased to see an interest in these – with over 100 people signed up to each seminar.

We are exploring how we can work with the sector to develop shared policy messages. As part of this we have reviewed with the sector the policy priorities on which we advocate for change to ensure they accurately reflect the experiences of voluntary organisations working in criminal justice. We kicked off this process with a survey to consult the voluntary sector about its views of our current priorities and will use that information to help us develop and refine our policy messages further.

Advised the government



Clinks provides the chair and secretariat for the Reducing Reoffending Third Sector Advisory Group (RR3). The RR3 provides the key interface between the voluntary sector and the Ministry of Justice, in order to increase mutual understanding and build a strong and effective partnership. The RR3 continued to hold its quarterly meetings online.

The group was joined by numerous senior officials from the Ministry of Justice and Her Majesty's Prison and Probation Service to advise on policy development across a number of areas, including the community sentence commitments in the *A Smarter Approach to Sentencing* White Paper, the Prison Leavers Project and the probation reform programme. The group was joined twice by the then Minister of State for Prisons and Probation, Lucy Frazer QC MP.

The RR3 set up a special interest group on Covid-19 in March 2020. Meeting over 31 times over the course of the year, it communicated to senior officials the challenges voluntary organisations and their beneficiaries faced during the pandemic. The group built a strong relationship with the operational 'gold command' of prisons and helped to facilitate better exchange of key operational information between the government and the voluntary sector.

In 2020-21 we set up a special interest group on probation reform to help feed in the experiences of the sector into the design of the new reformed probation model which went live on 26th June 2021. The group developed a productive relationship with the HMPPS probation reform programme and met four times across the year with officials to provide advice on the design of the Dynamic Framework, the values and volumes of contract lots, the mobilisation of contracts and the commissioning of future services.

Responding to government inquiries and consultations

**Department for Digital, Culture, Media and Sport Select Committee inquiry into the impact of Covid-19 on the charity sector**

**About Clarks:**

**About this response:**

**The Justice Select Committee Inquiry into the future of probation services**

**About Clarks:**

**About this response:**

**The House of Lords inquiry into the impact of life beyond the Covid-19 pandemic**

**About Clarks:**

**About this response:**

**14**

We responded to 14 government consultations

### Shone a spotlight on women's specialist services

We continued to be members of the Ministry of Justice's Advisory Board for Female Offenders, advising on the implementation of the Female Offender Strategy. Alongside other voluntary sector members of the board we wrote to the prisons and probation minister to raise our concerns about the planned addition of 500 prison places for women. We also raised concern regarding the lack of diversity in the membership of the board, in particular with regards to representation from people with lived experience of the criminal justice system and from organisations led by and focussed on racially minoritised people. This resulted in the Ministry of Justice committing to refreshing the membership. We provided comment on the development of the Concordat for Female Offenders which was published in January 2021 and facilitated two consultation events with our members to inform the development of the Residential Women's Centres. Both events had over 100 delegates, demonstrating the interest from voluntary organisations in this programme of work.

### Spoke up for racial equality

As part of our continuing efforts to realise our ambition to become an antiracist organisation, we reviewed the language we use when talking about race and racism to ensure that it challenges – and doesn't reinforce – racist policies, ideas and structures. Through the year we worked closely with leaders across the voluntary sector from organisations led by, and focussed on, racially minoritised people, our trustees and staff team, to inform this work.

As a member of the HMPPS external advice and scrutiny panel we fed into the development of the HMPPS Race Action Plan and consistently called for focus to remain on improving outcomes for racially minoritised people in prison and under probation supervision alongside addressing equality and diversity within the HMPPS workforce. We have highlighted that actions taken in response to the Lammy Review recommendations haven't necessarily led to a change in outcomes and that it is therefore vital that MoJ/HMPPS continue to review policy and practice until there is positive change.



Clinks member RSVP

Alongside our partners, we highlighted that the Police, Crime, Sentencing and Courts Bill will further entrench race inequality in the criminal justice system. Working with Agenda, Barrow Cadbury Trust, the Criminal Justice Alliance, EQUAL, Leaders Unlocked, the Prison Reform Trust, Race on the Agenda, the Alliance for Youth Justice and the Zahid Mubarek Trust, we coordinated an open letter, parliamentary briefing, petition and social media campaign. We called for the government to withdraw the elements of the Bill it concedes will increase racial inequality.

- Continue to focus our advocacy work on the needs and experiences of organisations providing specialist services, including those working with racially minoritised people and women.
- Launch a research project to track the voluntary sector's experience of the probation reform programme.

Launch our State of the sector research to understand how the voluntary sector is faring as we come out of the pandemic. This work was paused in 2020-2021 as we focused on the voluntary sector's experiences of the pandemic.

- Collaboratively develop our policy messages with and alongside the voluntary sector to ensure our influencing is grounded in evidence, centred on the experience of organisations, and the sector is better able to speak with a unified voice.
- Deliver a new policy influencing training programme to support voluntary organisations to have a stronger voice and use their knowledge and expertise to effect change.

Announce the changes we plan to make in our language when talking about race and racism. We will no longer use the term Black, Asian and minority ethnic, or its acronym BAME, and we will commit to explicitly making the links between structural racism and specific racist policies and outcomes.

- There remain ongoing challenges in the complexity of the process for qualifying onto the probation Dynamic Framework and the lack of grants that mean small, local and specialist organisations are not as involved as we would like to see. We will continue to work with the Probation Service, HM Prison and Probation Service and Ministry of Justice to advocate for grants, encourage engagement with the voluntary sector and improve the commissioning process to enable the full vibrancy of our sector to be drawn upon in supporting people under probation supervision.



Clinks AGM 2019

Strategic objective 4

## Identify solutions

**Clinks identifies challenges and opportunities facing the voluntary sector and its service users, and works together to find and implement solutions.**

By 2022 we will work with the sector to identify emerging issues and provide effective responses. We will champion coproduction, women specific support, effective solutions to multiple and complex needs and reducing the health inequalities of people in the criminal justice system. We will advocate for the value and the specific needs of organisations working in prisons and for small and specialist organisations to be funded to do the work best suited to their skills and ways of working.

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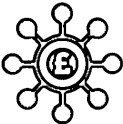


Our achievements

Grants programmes to support organisations during the pandemic

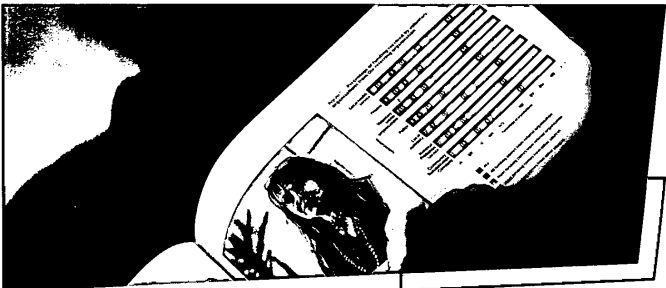
In the early stages of the pandemic it became clear that its impact would mean some organisations would face a financial 'cliff edge' over the summer. We quickly set up the Covid-19 small grants programme to provide organisations access to funding on behalf of the Ministry of Justice/Her Majesty's Prison and Probation Service, with some additional funding from Paul Hamlyn Foundation.

Voluntary organisations working in the criminal justice system were facing a financial crisis and Ministry of Justice/Her Majesty's Prison and Probation Service was offering financial support to them if Clinks managed the programme. There was no guarantee that this funding would be available if Clinks didn't do this, which was key to our decision to do so.



£463,500

Across 90 grants given in the summer and winter grants programmes.  
86 funded by Ministry of Justice,  
four by Paul Hamlyn Foundation.



Clinks AGM 2019

A wide range of services were delivered by grant recipients, including:

- Befriending/mentoring services
- Holistic support for individuals with multiple and complex needs
- Signposting services
- Practical support with accessing benefits or services
- Practical support with finding employment or accommodation
- Accommodation support
- Drug/alcohol support
- Education/training
- Arts and other non-therapeutic activities
- Personal development
- Mental health support
- Support involving service users' families
- Physical activities.

## Examples of how the Covid-19 response grants were used

### In custody

New Bridge Foundation's Befriending Service sent out over 2,000 letters and cards and introduced phone befriending for the first time.

“To receive my letters and visits from my befriender really is life changing for me. I no longer feel isolated, alone or that nobody cares. I've never been judged, and my past mistakes have never been raised unless by me. Receiving letters has made me feel 'normal' and connected and that I have someone who cares.”

### Through the gate

StandOut's Helpline service received 1173 calls from prisoners leaving HMP Wandsworth and HMP Pentonville between May-October 2020, and supported 99 men to access basic needs such as accommodation, bank accounts, benefits, emergency grants and food bank vouchers. Many of the men were at a crisis point, particularly in August when Homelessness Prevention Team provision came to an end.

After spending six nights sleeping in a park following release from prison, 'Harry', aged 24, reached out to the StandOut Helpline in crisis – he was dirty, itchy and had no money for warm clothing. Coaches liaised with his probation officer and provided Henry with a grant for a one-night emergency stay in a hotel so that he could shower, have a good night's sleep and a cooked meal. StandOut then liaised with Streetlink to arrange a visit from their Outreach team. Harry has now been supported to find more permanent accommodation.

### In the community

Tomorrow's Women Wirral provided wellbeing packs to women in the community, including food and toiletries. They also engaged a number of service users who had previously been reluctant to attend groups through remote one-to-one work in areas such as domestic abuse.

“You wonderful support workers are life savers. I cannot thank you enough, the domestic abuse course helped me massively during lockdown. Your training helped me recognise a narcissistic predator before it was too late. For that I am eternally grateful.”

## Established a race and justice network

Covid-19 has had a devastating impact on racially minoritised communities. In mid-2020, we had exploratory discussions with a number of organisations we have open and honest relationships with that are led by and focused on racially minoritised people. This allowed us to develop a programme which included the consultancy support described above, as well as establishing a dedicated race and justice network. To support this development we added a portal through which to find specialist voluntary race and justice organisations on our Directory.

In February 2020 we recruited a Race and Justice Coordinator who has worked alongside the consultancy programme and those organisations involved in it, whilst engaging with a broader set of organisations. The network is in its early stages of development, with individual discussions with the majority of the 60 or so organisations within scope. The first network meetings are planned for June 2021. The early signs are that the network is already proving valuable to these organisations.



### Developed a network of organisations working with women

We have continued to develop our understanding of, and provide support for, specialist organisations who work with women. The network has around 55 active members with 35 being women-specific organisations.

Following a review of how the network operates and a survey to identify priorities, we secured funding for a specific capacity building programme. The aim was to strengthen leadership and build skills and knowledge in specialist organisations working with women. We developed emerging leaders through a coaching and mentoring scheme and provided expert seminars and training courses. We ran training courses on fundraising and impact, and webinars on topics including involving service users in co-production, lived experience leadership and feminist leadership. The latter was especially valued and we ran it twice to meet demand.

In response to survey findings about how best to support specialist organisations that work with women, we re-launched the women's network and opened up participation to practitioners and volunteers. We moved quarterly national network meetings online and covered themes including:

- Probation commissioning through the Dynamic Framework
- Exploring race and racism and developing antiracist practice
- Mental health in the pandemic
- Strengthening voice and influence in the women's sector.

We brought together women's leads in prisons, probation and police with women-specific voluntary organisations in their areas so that women could be offered extra support in the pandemic. These regional meetings resulted in mapping of services which HMPPS included as part of a package of information handed to women leaving prison during lockdown.



Clinks member RSVP

Intelligence gathered about these organisations' needs during the year helped us provide advocacy and support. The major area of need was the probation commissioning process and we attended weekly meetings convened by a group of small organisations to understand the challenges they faced in qualifying on the Dynamic Framework and tendering for contracts. Where needed, we raised issues with officials and advocated for solutions to problems.

### **Promoted, supported and represented families organisations**

Voluntary sector organisations that provide family support in prisons – and delivering services through the family and significant others service contract – have had a particularly difficult year as a result of the pandemic. It became clear in the early stages of lockdown that many providers relied significantly on so-called 'tea bar' income to support the financial viability of their services.

We secured funding to support these organisations during this period. We took part in fortnightly calls set up by HMPPS so that they could maintain regular contact with the families organisations who currently hold the contracts to provide family services in prison settings. We also provided support ahead of an upcoming re-commissioning process which was originally expected in Autumn 2021. After liaising with families organisations, it became clear that the next commissioning round should be delayed and we were pleased that the existing contracts were extended for a further year.

### **Supported effective service user involvement**

Clinks continued to run service user involvement managers network events. We brought organisations together to discuss: an introduction to service user involvement, diversity in service user involvement, and service user involvement during Covid-19. This year, we had six different Clinks member organisations and people with lived experience of the criminal justice system present at our events, who work on issues ranging from prison reform, older people in the criminal justice system, Muslim people in the criminal justice system, mentoring and training, and multiple disadvantage. Attendees learnt from organisations who embed service user involvement in their work in different ways, and explored successes, barriers, and challenges.

The events showcased the innovative ways some organisations are embedding service user involvement in the design and delivery of their services, and built the capacity of others to do so.

Clinks' membership of the HMPPS service user advisory group continued. We met with other voluntary sector organisations and officials from HMPPS to discuss policy and practice relating to service user involvement. We have been engaged in ongoing discussions around the language surrounding 'service user involvement' and advertised procurement opportunities.

### **Making every adult matter**

Alongside Homeless Link and Mind, Clinks is a founding member of the Making Every Adult Matter (MEAM) coalition. Our MEAM Partnership Managers in the South West and North East have continued to support and develop local areas, working in Bristol, Plymouth, Cornwall, Exeter, Sunderland, Redcar and Cleveland. They work with these areas to adopt the MEAM Approach to better meet the needs of, and improve outcomes for, adults facing multiple disadvantage, through better partnership and cross-sector working to advocate for wider systems change.

During this last year three new areas have joined the MEAM Network (Durham, Middlesbrough and North Devon) to develop approaches to supporting women with multiple disadvantage, area-based approaches to bringing about system change and supporting people to move from emergency services to planned interventions.

A new funding stream entitled Changing Futures was launched in 2019 and, in response, MEAM provided significant support to areas to submit partnership bids. In 2020-21, our South West MEAM Partnerships Manager supported the set-up of a coalition as part of the Changing Futures bid and worked with the steering group to write a bid alongside the North Devon and Exeter leads. She is a part of a core systems change group with the Clinical Commissioning Group and the MEAM leads which have formed into the Systems Change Action Alliance. This is a cross-sector partnership focusing on creating trauma-informed systems change.

Supported and promoted the arts in criminal justice

From March 2020, due to the pandemic, the focus of the National Criminal Justice Arts Alliance (NCJAA) pivoted to promoting ongoing arts activities under restricted prison regimes and promoting practical information on how to continue provision of in-cell activities to our network and to HMPPS staff. In partnership with the Arts Forum,\* we led on the development of a new guide for prison staff which contains practical guidance and case studies of how to enable creativity in a restricted regime.

In early 2021 we supported arts practitioners in criminal justice settings through our professional development bursary scheme. This enabled 17 recipients to complete a range of professional development activities including training courses and shadowing prison work practice.

In response to calls for ways to keep people across the sector connected, we launched a series of online network hangouts as a space for those working in arts and criminal justice to connect and share good practice around adapting work for Covid-19 restrictions. Feedback was that attendees came away from events with a sense of hope, renewed connection, and inspiration around ways to continue working through the pandemic.

We carried out a review of the future governance and management arrangements of the National Criminal Justice Arts Alliance. This looked at the best way forward in both the interests of Clinks as a whole and the Alliance embedded in Clinks with its own vision and aims. It was clear that the Alliance is held in high regard, its success welcomed, and its future success hoped for by all. Changes to the governance arrangements are due to be agreed and implemented in early summer 2021, alongside the recruitment of a new NCJAA manager. The current terms of reference will be replaced with a new system for governance and management which will align better with Clinks' other governance and management processes. A new Advisory Board for NCJAA will be established with its own terms of reference, with an independent chair.

\* Chaired by Her Majesty's Prison and Probation Service, the Arts Forum provides a vital link between the government, policy-makers and the arts in criminal justice sector

“ I learned so much about the criminal justice system. I never had experience before but this was a great jumping-off point!”

From attendees at The Anne Peaker lecture, with author Lemn Sissay as keynote speaker

“ (I'll go away with) a realistic view of how the arts can positively impact people who have been in the criminal justice system.”

“ So pleased to have been able to attend, as geographically, being in Devon, this has previously been challenging.”



Clinks AGM 2018



### Influenced health and justice initiatives

In response to the Covid-19 pandemic we convened meetings of our health and justice network, an informal network for all voluntary sector organisations who deliver health and care services to people in contact with the criminal justice system. We gathered intelligence from our members on the continuing impact of the pandemic on organisations' service delivery and service users, as well as concerns around sustainability and contract requirements. Concerns were fed back to the NHS England Health and Justice team, and key information from this team disseminated to voluntary organisations. This included updates on vaccinations in prisons and how the health needs of people in contact with the criminal justice system were being met during Covid-19.

We became members of the RECONNECT: Care after Custody programme project board, representing the voluntary sector in the continuing roll-out of this programme across the country. We conducted three Community Sentence Treatment Requirements (CSTR) site visits to understand the role of the voluntary sector in the CSTR programme, how the sites function and the benefits of the programme.

Through our membership of the VCSE Health and Wellbeing Alliance we were able to form partnerships with two member organisations – Birth Companions and Recoop – to undertake work that amplified their efforts to highlight the specific needs of the people they work with – pregnant women and recent mothers, and older people in the criminal justice system. Reports from both these pieces of work will be published in 2021.

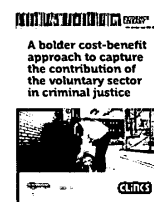


### Provided access to evidence

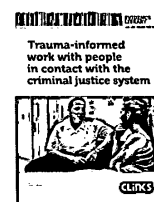
In 2020-2021 we began publishing an online evidence base for the voluntary sector working in the criminal justice system. This series of articles aims to develop a far-reaching and accessible evidence base covering the most common types of activity undertaken within the criminal justice system. It aims to increase the extent to which the voluntary sector bases its services on the available evidence base, and encourage commissioners to award contracts to organisations delivering an evidence-based approach. Each article is written by a leading academic with particular expertise on the topic in question. The topics are selected by Clinks' members as areas of priority interest. The three articles published this year were:



**Community empowerment approaches: The key to overcoming institutionalised racism in work with black, Asian and minority ethnic people in contact with the criminal justice system**  
by Patrick Williams, Senior lecturer at Manchester Metropolitan University



**A bolder cost-benefit approach to capture the contribution of the voluntary sector in criminal justice**  
by Dr Mary Corcoran, Reader and Director of Postgraduate programmes in Criminology at Keele University



**Trauma-informed work with people in contact with the criminal justice system**  
by Patricia Durr, former Director of Operations at One Small Thing

## Ensuring financial sustainability

We worked closely with funders, including the Association of Charitable Funders Criminal Justice Network and Livery Companies through the Lord Mayor of the City of London, to keep them informed of the impact of Covid-19 on the sector and the development of the new probation model and the sector's experience of the commissioning process. We facilitated two roundtables between HMPPS and charitable trusts and foundations to explore opportunities for strategic relationships and collaborative working to better enable the voluntary sector to meet the needs of people in contact with the criminal justice system.



- Develop the race and justice network, providing dedicated support to organisations led by and focused on racially minoritised people. Create opportunities for these organisations to amplify their work and push for racial equality in the criminal justice system.
  - Prioritise securing dedicated funding to resource the women's network into the future.
  - Focus on supporting the commissioning of good quality family services, including the re-commissioning of family service contracts in 2022. There is an opportunity to ensure that the procurement process and new contracts reflect Lord Farmer's recommendations, build on the practice, policy and guidance that has subsequently been developed, and provide sufficient resource to enable family work to be sustained and embedded.
  - Promote and support good practice in service user involvement in the context of the forthcoming inquest findings from the tragic events at Fishmongers Hall in 2020.
  - Recruit a new manager for the NCJAA, transition to the new arrangements for how the Alliance is embedded within Clinks, and prioritise the development of a future work plan for the Alliance that will enable it to build on its strong track record.
  - Continue to support the South West and North East to adopt the MEAM Approach to better meet the needs of, and improve outcomes for, adults facing multiple disadvantage.
  - Launch a new programme of work as a member of the VCSE Health and Wellbeing Alliance, aiming to increase our collaboration with the sector, bring its voice and the voice of people with lived experience into national policy making, and promote equality and reduce health inequalities.
- Support the sector to connect and engage with evidence library publications by hosting events with the authors.
- Ensure funders and commissioners are informed of sector developments, including the impact of Covid-19, and seek to widen the range of funders interested in the criminal justice system through building and maintaining relationships with existing and new funders.

Strategic objective 5

## Effective and efficient

Clinks is effective, efficient and professional in our work and operations. Ensuring we have the systems, resources and processes to achieve maximum impact.

By 2022 we will grow our membership and the number of paid and voluntary practitioners we have regular contact with. We will be effective users of digital technology to reach and support small and specialist organisations that have limited resources. We will retain a valued core staff team with the skills and expertise to meet the needs of our sector. We will continue to generate income in a way that supports our core functions without compromise.

 Clinks conference 2019



## Our achievements

In 2020-21 we supported the Board of Trustees and Chair to understand the impact of Covid-19 on Clinks and our ability to deliver on our objectives and work effectively in this context. We worked closely with the board to make the necessary changes in response to the challenges presented by the pandemic.

To do this we utilised our research on the impact of Covid-19 on voluntary organisations working in the criminal justice system and carefully considered the changing needs of our beneficiaries. We adjusted our offer accordingly, including making greater use of digital technology and offering free membership.

We worked to understand the impact of the pandemic on the staff team and adjusted our working practice to enable us to continue to deliver high quality services to meet the needs of the sector alongside supporting staff wellbeing. This included moving all staff to work from home and introducing weekly online staff briefings, virtual team meetings, and informal catch ups to ensure information exchange and cross-team working.

During the year we co-opted two trustees to the board and appointed a Governance and Executive Manager to support all trustees and the senior management team.



**657**

members at  
31 March 2021

**181**

members received  
free membership

### Offered free membership

The pandemic has had a massive financial impact on the voluntary sector working in criminal justice and our members. We made the decision to offer all voluntary organisations free membership for the year. Smaller organisations with under £100,000 income won't pay membership fees until April 2023 – thanks partly to funding from the Garfield Weston Foundation.

### Developed funder relationships and raised funding

We have continued to build and maintain positive and trusted relationships with our funders and we appreciate the flexible approach they have taken during the pandemic.

We reviewed our income generation strategy and, in the context of demands on both funders and the sector, made sure we did not apply for funds better suited to small and specialist organisations who need them most.

This year we were able to secure additional investment, including from:

- Garfield Weston Foundation, towards our core work which allowed us to offer free membership
- Porticus, for our support for the Prison Pathways programme
- The Tudor Trust, towards our work supporting families organisations
- HMPPS, to ensure that voluntary organisations could benefit from two grants programmes, and consultancy support for organisations led by and focused on racially minoritised people.

### Embedded our new organisational structure

Over the year we worked to embed our new organisational structure, creating a new senior leadership group. The new structure means our CEO and new Director roles work alongside our board on specific strategic areas and objectives. Staff teams now form clear directorates supported by the directors.

Our Influence and Communications directorate is responsible for our work to promote, represent and advocate for the voluntary sector working in criminal justice. Our Support and Development directorate is responsible for supporting voluntary organisations in the voluntary sector and identifying challenges and opportunities facing the sector and working to find solutions. Our Corporate Services directorate is responsible for ensuring we are efficient, effective and professional in our work and have the resources, systems and processes to achieve maximum impact.

### Adjusted our recruitment processes

We rapidly adjusted our recruitment and induction process in response to the restrictions imposed as a result of Covid-19. We have:

- Recruited and inducted 14 people new to Clinks
- Inducted one person returning from over one year's maternity leave
- Recruited and inducted three people into new internal positions within Clinks
- Managed the exit of six staff members.

Due to an increase in staff numbers, and increased recruitment activity, we have improved and streamlined our virtual recruitment processes. In response to staff and candidates working remotely we have utilised video conference technology during both recruitment and induction. To facilitate a welcoming environment for new starters, and to help support colleagues to build strong relationships, our virtual inductions to train staff in our processes and systems were carried out in pairs and with teams. We continue to prioritise diversity and equality in our recruitment processes and during the year we undertook equalities monitoring surveys with both existing and prospective staff so that we can assess our impact in this area.

### Worked on our culture and to become an antiracist organisation

In the context of our restructure we have also worked on our organisational culture with an external consultant guiding us through the process. Paired coaching sessions



Clinks conference 2019

have supported staff in their work and development and work has begun to promote cross team working and identify areas which need focus and improvement.

In 2020 following the murder of George Floyd in the US, a spotlight was rightly shone on racism and discrimination across the world. In August we announced our aspiration to make Clinks a truly antiracist organisation in all we say and do, and how we operate internally and externally. Our work towards this is ongoing. We have a working group made up of staff and trustees to take this activity forwards and have identified and are working on activities across all of our strategic objectives to be undertaken towards this aspiration.



Continue to be a strong and well run organisation, with access to resources to meet emerging needs in an impactful way.

Ensure we are transparent and open so that organisations can see the benefit of working with Clinks.

Offer fair and equal opportunities for organisations who supply services to Clinks and support Clinks with partnership working and professional support.

Support our antiracist Clinks working party to identify needs for staff training in key areas.

Seek out multi-year core funding from existing and new funders. Look to diversify our income streams by engaging with corporate partners and high net-worth individuals to discuss partnership working.

Continue to professionalise our fundraising activities using more efficient systems and processes to collate information.

Ensure we understand our own impact and how to measure it, looking at what we do and what we can achieve.

Grow our membership and the number of paid and voluntary practitioners we have regular contact with.

Replicate support provided to networks and staffed areas to extend the offer across Clinks' membership through the use of digital support.

Retain a valued core team with the skills and expertise to meet the needs of our sector.

Model excellent working practices.



Clinks conference 2019

# Financial review

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**The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP) applicable to charities preparing their accounts in accordance with FRS 102.**

## Financial review

With regard to financial planning for the 2020-21 year, Clinks' unrestricted reserves were reduced further in accordance with the provisions set out in our revised reserves policy (which is detailed under Reserves and Going Concern) from £432,005 to £424,700 (excluding designated funds of £29,113). There is a carry-over of £21,406 in restricted income due to restrictions imposed by Covid-19 curbing face-to-face activity and travel.

Trustees gave permission to invest £100,000 (over two financial years, 2019-20 and 2020-21) of our free reserves to develop our work with women, following the integration of Women's Breakout. This investment continues and will bring welcome additional capacity to build on our influencing work and further develop our network. Looking ahead, we now aim to secure funding from other sources to continue the success of this work.

Additional and unplanned resource was secured from both current and new funders as we diverted planned activity for the 2020-21 year to a direct Covid-19 response. We tried to ease some of the financial and logistical hardship that the voluntary sector working in the criminal justice system was feeling.

We were able to waive all membership fees and deliver free online events, roundtables and webinars for all Clinks members.

Funded primarily by HMPPS, a Summer and Winter Covid-19 Response Grants programme was designed, developed and executed. This allowed much needed unrestricted income to be injected into the sector as it responded to the restrictions imposed by Covid-19.

We provided support and resource for voluntary organisations working with families in the criminal justice system, including advocating for further investment in family services and appropriate procurement processes as part of the future commissioning of these contracts.

There was additional dedicated resource to support our work around the development of the future model for probation. The probation reforms presented potential to provide a significant role for the voluntary sector and to maximise this opportunity for the sector, support was needed to ensure that the sector was able to engage with this and that challenges and barriers were identified and highlighted.

The Race and Justice Network was introduced to support organisations led by, and focused on, racially minoritised people to facilitate better engagement with the criminal justice system.

Commissioned professional advice was sought on behalf of the sector from a variety of sector specialists in response to the uncertainties that arose from Covid-19 during the evolving environment throughout the year.

We acknowledge the vital support of our long-standing and new funders which enables the fulfilment of our strategic objectives to support the voluntary sector working in criminal justice and to implement our ambitious strategy for next year. This funding allows Clinks to create positive change for people in the criminal justice system by supporting a vibrant and resilient voluntary sector and working with our members to influence policy and practice across England and Wales.

## Principal risks and uncertainties

We have continued to improve our governance by further developing the work of the Finance and Human Resources Committee – Headed by Simon Alsop, Treasurer – including appointing new members to the committee alongside existing members who have wide reaching skills and disciplines in charity business development. The committee has supported the board in the overall management and monitoring of finance and staffing matters in Clinks by providing an appropriate level of scrutiny of the finances, HR policies and practices of Clinks prior to making recommendations on these matters to the trustees for their decision.

Clinks' trustees acknowledge their responsibility for identifying and managing the risks to which the charity is exposed. Quarterly reviews of the risk register ensure that the trustees are well informed to arrive at a set of parameters and decisions for the amount of risk they consider to be acceptable. The trustees continue to review and question the reserves policy to establish and agree an appropriate level of reserves. With this information the trustees can make informed choices about the strategic proposals put forward by the executive.

The principal risk, which continues to cause uncertainty for Clinks, is its reliance on an infrastructure grant from the Ministry of Justice which has historically provided in excess of a third of our income.

Looking back over the year and the impact the pandemic has had on the voluntary sector, and more specifically in the field of criminal justice, we understand that the impact Covid-19 has had on investments and portfolios will be felt for a significant period while investments slowly recover and the demand for funding is greater than ever. Voluntary organisations working in the criminal justice system currently struggle with the inability to cover core costs. Voluntary sector investment portfolios have suffered from the fall of the stock market and some charities have little or no financial reserves. Therefore, the need for a deliberately cautious approach to spending and preservation of Clinks' reserves is paramount to ensure financial stability in the approaching times of austerity.

Recent years have been characterised by large scale changes in the criminal justice policy and operating environment which have provided opportunities as well as challenges for voluntary organisations working in criminal justice.

There are risks that our influencing activity and work alongside criminal justice agencies lose impact as policy priorities and emphasis change and we are required to adjust direction in order to provide a responsive and reactive programme of support to the sector.

In our work as a critical friend to the government to influence key policy areas and service development, there is risk that we are perceived as not providing sufficient challenge to the government as some in the sector may wish us to do.

In such a time of change there is a risk that Clinks' dedicated staff team and limited resources will be overburdened. In turn our work to respond to this change may create pressure on the time and resources of the smaller specialist organisations.

## Reserves policy and going concern

Trustees and the Finance and Human Resources Committee continue to assess Clinks' approach to risk and our need for reserves. To establish the appropriate level of reserves in March 2021 we adopted the same methods of calculations to consider how Clinks could continue to operate in the event of a critical loss of funding as we feel that this is where we are most at risk and most vulnerable.

If this were to occur we believe that our work is essential to the sector and that there is a longer term need for Clinks' support. Our operating reserves would need to allow us to continue to operate, albeit potentially with a reduced offer and a reduced staffing team.

On that basis, the trustees agreed on a deliberately prudent approach to risk and this is the foundation on which specific scenarios have been fully costed to ensure Clinks has a margin of safety.

Clinks' business model means that income and expenditure can be forecast with reasonable accuracy. However, due to the turbulence of voluntary sector funding; uncertainty of external factors; potential delays or cessation of previously relied-upon income streams and the potential impact of Covid 19 on both the sector and investments and portfolios, the trustees feel that an operating reserve needs to be introduced to provide a core service plus the cost of an orderly wind-down of operations under the most extreme scenario.

Therefore, the reserves level Clinks needs to hold is based on the scenario in which Clinks was faced with a critical loss of funding, making the continuation of the current model untenable, but in which the board wished to continue to provide core services to the sector.

An operating reserve was costed based on a transition period with a core team to allow Clinks to re-assess and plan an alternative direction and, therefore, alternative income streams. This core staff approach would achieve maximum reach and value, until such times that financial security could be restored and a restructure and rebuild plan could be devised and executed.

Based on the recent trend of expenditure levels, the minimum amount required to execute the above is £469,709. Clinks free reserves at 31 March 2021 are £453,813.

Forecasting suggests that we would need a minimum of six months to allow Clinks the time to explore new strategies and income streams to rebuild. Should this approach be adopted, and reserves used, consideration has to be given to replenish depleted funds used in the restructure.

Caution and vigilance are paramount whilst operating at the lower levels of reserves, so that a decrease in funding or unplanned/increased expenditure (other than natural inflation or planned additional expenditure due to growth and expansion) can be weathered. Holding enough free reserves is essential should climate, attitude or policy alter substantially enough and force a position of financial hardship. Therefore a slight up-lift of 5% is included within these costings to give a smoothing effect to funding troughs.

Clinks will continue to monitor this position and a review will be undertaken in March 2022 to determine Clinks' appropriate level of reserves in relation to functionality.

### Statement on fundraising practices

Clinks holds fundraising targets for charitable trusts and statutory sources. We do not fundraise from the general public. We do occasionally ask for donations from our members by email but never through telephone or face-to-face appeals. We do occasionally use professional fundraisers to provide additional capacity for writing funding applications. Clinks keeps abreast of applicable fundraising regulation and compliance codes. We have never received a complaint for our fundraising activities.

### Structure, governance and management

Clinks is governed by a Board of Trustees, which consists of at least eight members elected by members of the charity and up to four other people who may be co-opted by the Board of Trustees. The Board of Trustees co-opts additional members to ensure a diverse board with the right mix of skills and experience.

Clinks has a Finance and Human Resources (HR) committee which meets quarterly to discuss key finance and HR issues and reports back to the Board of Trustees. It is chaired by the Treasurer. Clinks' business model now has expertise in-house for business functions such as Finance, HR and fundraising, overseen by the CEO with expertise added by Clinks' Treasurer. For any arising complex HR issues we benefit from the services of a highly experienced HR consultant who, in addition to advising the CEO, occasionally attends the Finance and HR Committee meetings to offer support and expertise to trustees.

The organisation is a charitable company limited by guarantee, incorporated on 12 May 1998 and registered as a charity on March 5 1999.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

All trustees give their time voluntarily and receive no benefits from the charity. Expenses reclaimed from the charity are set out in note 8 to the accounts.

A scheme of delegation from the Board of Trustees to the Chief Executive, and close co-operation of sub-committees, allows appropriate decision-making between formal meetings.

### Appointment of trustees

Clinks benefits from an extremely experienced Chair in terms of both criminal justice expertise and experience of being a chair of the board. Roma Hooper (OBE) understands the role and contribution of the voluntary sector working with people in the criminal justice system and their families and can also help Clinks to broaden our reach and connections across the wider statutory, private and voluntary sectors so we can better support and represent the sector's needs.

A full review of the trustee recruitment journey and development has started with planned recruitment due in late spring of 2021 to identify potential new trustees in a variety of different ways, including publicising vacancies through Clinks communications channels, and a wider audience of stakeholders and the exploration of trustee recruitment platforms. We carry out regular skills audits to identify what skills gaps there might be and we are committed to improving the diversity of the board with a focus on ensuring we are able to avail ourselves of the skills and expertise offered by people with lived experience of the criminal justice system and racially minoritised people.

### Trustee induction and training

New trustees are given a copy of the Clinks Trustee Handbook, which includes a range of key documents, including the articles of association, recent accounts,

the business plan and minutes of previous meetings. The new trustees meet with the Chief Executive Officer and key staff to discuss the role and priorities.

Depending on their existing experience and current role, trustees are encouraged to attend seminars and other training events provided by our Auditors and the Charity Finance Group. Presentations are made at trustee meetings to provide insight into the work of Clinks and our members.

### Remuneration policy for key management personnel

Clinks aims to have a reward strategy which attracts, rewards and retains staff. The salaries and benefits Clinks offers to its staff, including to the senior management team and chief executive are intended to be:

- Internally as equitable as possible, and transparent as possible and understood by staff
- Market relevant but not market driven
- Cost effective and affordable.

Clinks aims to pay a starting salary at the median for relevant comparators, subject to affordability.

### Starting salary and increments

Posts are advertised at the base rate, with one increment awarded after one year's service and after five years' service.

Clinks' salaries are informed by the NJC salary scale and Clinks will aim to implement their cost of living award annually (subject to affordability).

The Finance and HR committee oversee the salary policy.

### Statement of responsibilities of the trustees

The trustees (who are also directors of Clinks for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2021 was eight (in 2020 it was nine). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

### Auditors

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 5 November 2021 and signed on their behalf by Simon Alsop, Treasurer.

  
Simon Alsop  
Treasurer

## Independent auditor's report

### Opinion

We have audited the financial statements of Clinks (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Clinks' ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.



## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

## Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company

for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

### Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, and the audit committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - » Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance
  - » Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud
  - » The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit
- We reviewed any reports made to regulators
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud

- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jonathan Orchard (Senior statutory auditor)  
5 November 2021  
for and on behalf of Sayer Vincent LLP, Statutory Auditor  
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

## Financial statements

### Statement of financial activities

(incorporating an income and expenditure account)

	Note	2021			2020		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£	£	£	£	£	£
<b>Income from:</b>							
Charitable activities							
Support, representation and promotion	2	464,424	1,681,290	<b>2,145,714</b>	317,869	1,034,796	1,352,665
Other trading activities	3	51,599	100	<b>51,699</b>	100,489	7,072	107,561
Interest	4	-	-	-	-	-	-
<b>Total income</b>		<b>516,023</b>	<b>1,681,390</b>	<b>2,197,413</b>	<b>418,358</b>	<b>1,041,868</b>	<b>1,460,226</b>
<b>Expenditure on:</b>							
Charitable activities							
Support, representation and promotion	5a	573,277	1,701,810	<b>2,275,087</b>	505,434	1,060,420	1,565,854
<b>Total expenditure</b>		<b>573,277</b>	<b>1,701,810</b>	<b>2,275,087</b>	<b>505,434</b>	<b>1,060,420</b>	<b>1,565,854</b>
<b>Net (expenditure) / income for the year</b>	7	<b>(57,254)</b>	<b>(20,420)</b>	<b>(77,674)</b>	<b>(87,076)</b>	<b>(18,552)</b>	<b>(105,628)</b>
Transfers between funds		1,033	(1,033)	-	(8,348)	8,348	-
<b>Net movement in funds</b>		<b>(56,221)</b>	<b>(21,453)</b>	<b>(77,674)</b>	<b>(95,424)</b>	<b>(10,204)</b>	<b>(105,628)</b>
Reconciliation of funds:							
Total funds brought forward		510,034	42,859	<b>552,893</b>	605,458	53,063	658,521
<b>Total funds carried forward</b>		<b>453,813</b>	<b>21,406</b>	<b>475,219</b>	<b>510,034</b>	<b>42,859</b>	<b>552,893</b>


All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

### Balance sheet

as at 31 March 2021

	Note	2021		2020	
		£	£	£	£
<b>Fixed assets:</b>					
Tangible assets	12		<b>18,394</b>		9,202
<b>Current assets:</b>					
Debtors	13	39,521		267,704	
Short term deposit		297,903		297,971	
Cash at bank and in hand		343,371		330,003	
		680,795		895,678	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	14	223,970		351,986	
<b>Net current assets</b>		<b>456,825</b>		<b>543,691</b>	
<b>Total net assets</b>		<b>475,219</b>		<b>552,893</b>	
<b>The funds of the charity:</b>	18a				
Restricted income funds		-	<b>21,406</b>		42,859
Unrestricted income funds:					
General funds		424,700		432,005	
Designated funds		29,113		78,029	
<b>Total unrestricted funds</b>		<b>453,813</b>		<b>510,034</b>	
<b>Total charity funds</b>		<b>475,219</b>		<b>552,893</b>	

Approved by the management committee on 5 November 2021 and signed on its behalf by:

Simon Alsop Treasurer 

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

## Statement of cash flows

for the year ended 31 March 2021

### Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2021 £	2020 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	(77,674)	(105,628)
Depreciation charges	9,612	5,737
(Increase)/decrease in debtors	228,179	(58,140)
Increase/(decrease) in creditors	(128,016)	155,948
Net cash provided by / (used in) operating activities	32,101	(2,083)

	Note	2021 £	2020 £
<b>Cash flows from operating activities</b>			
Net cash provided by / (used in) operating activities	18	32,101	(2,083)
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments			
Purchase of fixed assets		(18,804)	(2,520)
Net cash provided by / (used in) investing activities		(18,804)	(2,520)
<b>Change in cash and cash equivalents in the year</b>		13,297	(4,603)
Cash and cash equivalents at the beginning of the year		627,977	632,580
<b>Cash and cash equivalents at the end of the year</b>	19	641,274	627,977

## Notes to the financial statements

for the year ended 31 March 2021

### 1. Accounting policies

#### a. Statutory information

Clinks is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is Block C 5<sup>th</sup> Floor, Tavistock House, Tavistock Square, London WC1H 9JJ.

#### b. Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP FRS 102). The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015/March 2018) and the Companies Act 2006/Charities Act 2011.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

**c. Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**d. Going concern**

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Clinks has taken a deliberately prudent approach in reserves planning to ensure smoothing over austere and uncertain times.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**e. Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

**f. Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

**g. Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

**h. Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services and other activities undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**i. Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned based on the estimated staff time attributable to each activity.

- Projects 92%
- Support costs 8%
- Governance costs

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

**j. Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

**k. Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £150. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Computer 4 years

**l. Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**m. Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

**n. Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**o. Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

**p. Pensions**

The charity makes contributions to a defined contribution scheme and to employees' personal pension plans based on a fixed percentage of salary. Contributions are charged as expenditure in the year in which they are incurred.

## 2. Income from charitable activities

	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
<b>Grants</b>	464,424	1,681,290	<b>2,145,714</b>	317,869	1,034,796	1,352,665
<b>Total income from charitable activities</b>	464,424	1,681,290	<b>2,145,714</b>	317,869	1,034,796	1,352,665
<b>Restricted grants consist of:</b>						
Lloyds Bank Foundation for England & Wales	-	92,390	<b>92,390</b>	-	25,491	25,491
Woolbeding Charity (Monument Trust)	-	50,000	<b>50,000</b>	-	50,000	50,000
Barrow Cadbury Trust	-	50,000	<b>50,000</b>	-	52,000	52,000
Ministry of Justice – Infrastructure Grant	-	1,210,000	<b>1,210,000</b>	-	550,000	550,000
City Bridge Trust	-	54,000	<b>54,000</b>	-	-	-
Ministry of Justice – Women's Capacity Building	-	-	-	-	35,000	35,000
Ministry of Justice – 10 Prisons Project	-	-	-	-	32,492	32,492
Arts Council England	-	66,196	<b>66,196</b>	-	65,000	65,000
Paul Hamlyn Foundation (Inspiring Futures)	-	-	-	-	110,000	110,000
Rothschild Foundation	-	21,500	<b>21,500</b>	-	28,500	28,500
Cambridge University	-	8,712	<b>8,712</b>	-	4,356	4,356
Making Every Adult Matter (MEAM)	-	23,492	<b>23,492</b>	-	21,957	21,957
Department of Health and Social Care VCSE Health and Wellbeing Alliance	-	80,000	<b>80,000</b>	-	60,000	60,000
Department of Health and Social Care VCSE Health and Wellbeing Alliance – Mental Health Work	-	-	-	-	-	-
Greater London Authority – Civil Society Roots Fund	-	25,000	<b>25,000</b>	-	-	-
Stiftung Auxilium – Porticus UK	-	-	-	-	-	-
<b>Sub-total</b>	-	1,681,290	<b>1,681,290</b>	-	1,034,796	1,034,796

## 3. Income from other trading activities

	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Membership fees	23,301	-	<b>23,301</b>	54,884	-	54,884
Associate membership fees	8,130	-	<b>8,130</b>	4,500	-	4,500
Consultancy Fees Earned	500	-	<b>500</b>	1,625	-	1,625
Paid listings	3,440	-	<b>3,440</b>	2,940	-	2,940
Conference fees	750	-	<b>750</b>	11,806	940	12,746
Sales of Publications	-	-	-	140	-	140
Donations	1,185	-	<b>1,185</b>	600	573	1,173
Other income	14,294	100	<b>14,394</b>	23,994	5,559	29,553
<b>Sub-total</b>	51,599	100	<b>51,699</b>	100,489	7,072	107,561

## 4. Income from investments

	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Interest receivable	-	-	-	-	-	-
<b>Sub-total</b>	-	-	-	-	-	-

## 5a. Analysis of expenditure

	Direct cost of activities	Grant funding of activities	Support costs	2021 Total	2020 Total
	£	£	£	£	£
Ministry of Justice – Infrastructure Fund	509,764	645,760	54,476	1,210,000	550,000
Other support, representation and promotion activities	325,361	20,000	110,227	455,588	439,643
West Yorkshire PCC	-	-	-	-	30,888
Department of Health and Social Care – VCSE Health and Wellbeing Alliance	57,458	34,499	288	92,245	70,791
Arts Alliance	163,109	8,900	3,942	175,951	118,404
Rothschild Foundation	5,976	-	-	5,976	13,626
Paul Hamlyn Foundation (Inspiring Futures)	-	-	-	-	110,579
The Good Prison (Lemos and Crane)	-	-	-	-	2,430
Ministry of Justice – 10 Prisons Project	-	-	-	-	32,492
City Bridge Trust	37,614	-	7,259	44,873	-
Lloyds Bank Foundation for England & Wales	81,483	-	6,867	88,350	-
Greater London Authority – Civil Society Roots Fund	14,057	-	2,704	16,761	-
Women's Network	10,691	-	-	10,691	7,344
Ministry of Justice – Women's Capacity Building	33,745	-	808	34,553	27,460
Policy Engagement – Barrow Cadbury Trust	50,174	-	-	50,174	58,081
Making Every Adult Matter (MEAM) – Policy	22,246	-	-	22,246	30,305
NE Local Development	42,815	-	8,715	51,530	47,099
NW Local Development	15,532	-	617	16,149	18,692
Farmer Review	-	-	-	-	8,021
	1,370,025	709,159	195,903	2,275,087	1,565,854

(Note 5a continued)

	Direct cost of activities	Grant funding of activities	Support costs	2021 Total	2020 Total
	£	£	£	£	£
Grants and partnership payments made (note 6)	-	709,159	-	709,159	114,795
Salaries	1,161,011	-	-	1,161,011	1,059,060
Travel and subsistence for staff	185	-	-	185	69,756
Recruitment costs	6,019	-	-	6,019	-2,497
Fees for freelance workers	65,997	-	-	65,997	58,570
Rent	-	-	106,335	106,335	45,628
Insurance	-	-	1,353	1,353	1,134
Stationery, printing and photocopy	-	-	16,096	16,096	13,407
Telephone and internet charges	-	-	18,171	18,171	14,050
Postage	-	-	1,991	1,991	1,589
Computer software and maintenance	-	-	15,461	15,461	21,272
Subscriptions	-	-	1,949	1,949	3,919
Newsletter and publications	13,906	-	-	13,906	33,256
Training for staff and volunteers	16,315	-	-	16,315	9,761
Training for beneficiaries	13,400	-	-	13,400	6,409
Depreciation	-	-	9,612	9,612	5,737
Conference costs	9,123	-	-	9,123	20,293
Database development	-	-	-	-	7,878
Professional fees	74,304	-	-	74,304	24,188
Rates, light and heat	-	-	-	-	-
Bank charges and interest	-	-	69	69	208
Meeting costs	-	-	1,316	1,316	14,293
Website development	26,175	-	-	26,175	36,429
Partners staff fees	-	-	-	-	1,550
Digital media - licences	7,140	-	-	7,140	121
Health & safety	-	-	-	-	54
	1,393,575	709,159	172,353	2,275,087	1,565,854



## 5b. Analysis of expenditure (prior year)

	Direct cost of activities	Grant funding of activities	Support costs	2020 Total	2019 Total
	£	£	£	£	£
Ministry of Justice – Infrastructure Fund	515,021	-	34,979	550,000	550,000
Other support, representation and promotion activities	378,532	-	61,110	439,643	333,164
West Yorkshire PCC	30,233	-	655	30,888	32,840
Department of Health and Social Care – VCSE Health and Wellbeing Alliance	54,981	15,000	809	70,791	60,000
Arts Alliance	115,100	-	3,304	118,404	122,313
Rothschild Foundation	13,510	-	116	13,626	-
Paul Hamlyn Foundation (Inspiring Futures)	14,833	89,579	6,167	110,579	-
The Good Prison (Lemos and Crane)	2,430	-	-	2,430	143
Ministry of Justice – 10 Prisons Project	22,276	10,216	-	32,492	36,497
Department of Health and Social Care VCSE Health and Wellbeing Alliance – Mental Health Work	-	-	-	-	25,000
Women's Network	7,344	-	-	7,344	20,305
Ministry of Justice – Women's Capacity Building	26,982	-	478	27,460	-
Policy Engagement – Barrow Cadbury Trust	58,081	-	-	58,081	42,919
Making Every Adult Matter (MEAM) – Policy	30,305	-	-	30,305	25,013
NE Local Development	39,802	-	7,297	47,099	48,987
NW Local Development	18,255	-	437	18,692	25,441
Farmer Review	8,021	-	-	8,021	25,568
	1,335,707	114,795	115,352	1,565,854	1,348,190

(Note 5b continued)

	Direct cost of activities	Grant funding of activities	Support costs	2020 Total	2019 Total
	£	£	£	£	£
Grants and partnership payments made (note 6)	-	114,795	-	114,795	59,507
Salaries	1,059,060	-	-	1,059,060	867,394
Travel and subsistence for staff	69,756	-	-	69,756	63,864
Recruitment costs	2,497	-	-	2,497	13,055
Fees for freelance workers	58,570	-	-	58,570	60,142
Rent	-	-	45,628	45,628	30,605
Insurance	-	-	1,134	1,134	-
Stationery, printing and photocopy	-	-	13,407	13,407	16,575
Telephone and internet charges	-	-	14,050	14,050	13,573
Postage	-	-	1,589	1,589	4,323
Computer software and maintenance	-	-	21,272	21,272	15,948
Subscriptions	3,919	-	-	3,919	2,519
Newsletter and publications	33,256	-	-	33,256	19,613
Training for staff and volunteers	9,761	-	-	9,761	8,856
Training for beneficiaries	6,409	-	-	6,409	6,238
Depreciation	-	-	5,737	5,737	5,673
Conference costs	20,293	-	-	20,293	50,719
Database development	7,878	-	-	7,878	4,200
Professional fees	24,188	-	-	24,188	21,083
Rates, light and heat	-	-	-	-	-
Bank charges and interest	-	-	208	208	295
Meeting costs	-	-	14,293	14,293	13,082
Website development	36,429	-	-	36,429	65,260
Partners staff fees	1,550	-	-	1,550	1,504
Digital media - licences	121	-	-	121	3,389
Health & safety	-	-	54	54	773
	1,333,687	114,795	117,372	1,565,854	1,348,190

## 6a. Grant making (current year)

	Grants to institutions	2021	2020
	£	£	£
Department of Health and Social Care – VCSE Health and Wellbeing Alliance	34,499	<b>34,499</b>	15,000
Summer & Winter Covid-19 recovery grants	463,500	<b>463,500</b>	10,216
Race and justice probation grants	202,260	<b>202,260</b>	89,576
Arts Council England Bursary Scheme	8,900	<b>8,900</b>	-
At the end of the year	709,159	<b>709,159</b>	114,792

Most grants are made to solicit expertise from specialist organisations. Clinks has been working in partnership with Nacro on the Health and Wellbeing Alliance since 2017. Nacro brings a unique perspective to the health work due to its experience of delivering key health in justice interventions, such as community-based substance misuse services, as well as working on intersecting issues such as housing and education. An additional £20,000 was secured by Clinks for additional partnership working with Recoop and Birth Companions.

### Race and justice probation grants

We were funded by the Ministry of Justice to promote and develop stewardship of organisations led by, and focused on, racially minoritised people to facilitate better engagement with the criminal justice system. The purpose of the work is to build capacity within voluntary organisations led by and focused on racially minoritised people to prepare them to participate fully in new probation arrangements and other opportunities that may be provided by the co-commissioning of services by probation regional directors with PCCs and other statutory partners, to improve rehabilitation outcomes and divert people from the criminal justice system.

NCJAA was supported by Tippi to deliver on the Arts Council England bursary scheme.

## 6b. Grant making (prior year)

	Grants to institutions	2020	2019
	£	£	£
NACRO	-	<b>15,000</b>	16,008
2nd Chance	-	-	-
10 Prisons Project	-	<b>10,216</b>	30,653
Homeless Link	-	-	-
HWA Mental Health Work	-	<b>89,576</b>	12,846
At the end of the year	-	<b>114,792</b>	59,507

## 7. Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2021	2020
	£	£
<b>Depreciation</b>	<b>9,612</b>	5,737
<b>Operating lease rentals:</b>		
Property	<b>67,000</b>	74,794
<b>Auditor's remuneration (excluding VAT):</b>		
Other services	<b>7,400</b>	7,400

8. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2021	2020
	£	£
Salaries and wages	1,012,188	864,564
Termination cost	-	60,000
Social security costs	97,703	88,239
Pension contributions and other employee benefits	51,123	46,257
	1,161,014	1,059,060

Regular reviews are undertaken to ensure that Clinks has the right blend of professional business focus, strategic direction and sector knowledge.

The following number of employees received salary and employee benefits (excluding employer pension costs) during the year between:

	2021	2020
	No.	No.
£80,000 - £89,999	1	1

The total employee benefits including pension contributions of the key management personnel were £382,751 (2020: £324,600). In the year ending March 2021, the senior management team comprised of the CEO plus four key employees.

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling nil (virtual engagement due to Covid 19) (2020: £9,534) incurred by 11 (2020: 11) members relating to attendance at meetings of the trustees.

9. Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2021	2020
	No.	No.
Projects	16.0	13.0
Support	10.0	10.0
Governance	1.0	1.0
	27.0	24.0

10. Related party transactions

There are no related party transactions to disclose for 2021 (2020: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

11. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

## 12. Tangible fixed assets

	Computer equipment	Total
	£	£
<b>Cost or valuation</b>		
At the start of the year	72,700	<b>72,700</b>
Additions in year	18,804	<b>18,804</b>
At the end of the year	91,504	<b>91,504</b>
<b>Depreciation</b>		
At the start of the year	63,499	<b>63,499</b>
Charge for the year	9,612	<b>9,612</b>
At the end of the year	73,111	<b>73,111</b>
<b>Net book value at the end of the year</b>	<b>18,394</b>	<b>18,394</b>
At the start of the year	9,202	<b>9,202</b>

All of the above assets are used for charitable purposes.

## 13. Debtors

	2021	2020
	£	£
Trade debtors	26,499	244,202
Other debtors	2,248	10,844
Prepayments	10,774	12,658
	<b>39,521</b>	267,704

## 14. Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	6,006	74,942
Taxation and social security	38,088	31,788
Other creditors	(10,231)	(6,409)
Accruals	43,107	95,414
Deferred income	147,000	156,251
	<b>223,970</b>	351,986

## 15. Deferred income

Deferred income comprises membership and grant income received during the year for use in 2020-21.

	2021 £	2020 £
Balance at the beginning of the year	156,251	100,458
Amount released to income in the year	(156,251)	(100,458)
Amount deferred in the year	147,000	156,251
Balance at the end of the year	147,000	156,251

## 17a. Analysis of net assets between funds (current year)

	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	18,394	-	18,394
Net current assets	435,419	21,406	456,825
Net assets at the end of the year	453,813	21,406	475,219

## 17b. Analysis of net assets between funds (prior year)

	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	9,202	-	9,202
Net current assets	500,832	42,859	543,691
Net assets at the end of the year	510,034	42,859	552,893

## 18a. Movements in funds (current year)

	at 1 April 2020 £	Income & gains £	Expenditure & losses £	Transfers £	at 31 March 2021 £
<b>Restricted funds:</b>					
Arts Alliance	35,319	146,508	(181,927)	100	(1)
Lloyds Bank Foundation for England & Wales	-	92,390	(88,350)	-	4,040
Women's Network	-	-	-	-	-
Ministry of Justice – Women's Capacity Building	7,540	-	(7,540)	-	-
Department of Health and Social Care – VCSE Health and Wellbeing Alliance	-	80,000	(80,000)	-	-
Making Every Adult Matter (MEAM) – Policy	-	23,492	(22,246)	(1,246)	-
City Bridge Trust	-	54,000	(44,873)	-	9,127
Ministry of Justice – Infrastructure Fund	-	1,210,000	(1,209,939)	(61)	-
Greater London Authority – Civil Society Roots Fund	-	25,000	(16,761)	-	8,239
Barrow Cadbury Trust – Policy	-	50,000	(50,174)	174	-
<b>Total restricted funds</b>	<b>42,859</b>	<b>1,681,390</b>	<b>(1,701,810)</b>	<b>(1,033)</b>	<b>21,406</b>
<b>Unrestricted funds:</b>					
Paul Hamlyn Foundation	-	70,000	(70,000)	-	-
Esmée Fairbairn Foundation	-	97,500	(97,500)	-	-
AB Charitable Trust	-	50,000	(50,000)	-	-
Tudor Trust	-	15,000	(15,000)	-	-
Garfield Weston Foundation	-	75,000	(75,000)	-	-
Goldsmith's Company Charity	-	30,000	(30,000)	-	-
Woolbeding Charity (Monument Trust)	-	50,000	(50,000)	-	-
General funds	432,005	128,523	(135,828)	-	424,700
<b>Total unrestricted funds</b>	<b>432,005</b>	<b>516,023</b>	<b>(523,328)</b>	<b>-</b>	<b>424,700</b>
<b>Designated Funds:</b>					
Web development, office move and Women's Work	78,029	-	(49,949)	1,033	29,113
<b>Total unrestricted funds</b>	<b>510,034</b>	<b>516,023</b>	<b>(573,277)</b>	<b>1,033</b>	<b>453,813</b>
<b>Total funds</b>	<b>552,893</b>	<b>2,197,413</b>	<b>(2,275,087)</b>	<b>-</b>	<b>475,219</b>

## 18b. Movements in funds (prior year)

	At 1 April 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2020 £
<b>Restricted funds:</b>					
Arts Alliance	13,000	264,928	(242,609)	-	<b>35,319</b>
Farmer Review	8,021	-	(8,021)	-	-
Women's Network	7,344	-	(7,344)	-	-
Ministry of Justice – Women's Capacity Building	-	35,000	(27,460)	-	<b>7,540</b>
Department of Health and Social Care – VCSE Health and Wellbeing Alliance	10,790	60,000	(70,790)	-	-
Making Every Adult Matter (MEAM) – Policy	-	21,957	(30,305)	8,348	-
Ministry of Justice – 10 Prisons Project	-	32,492	(32,492)	-	-
Ministry of Justice – Infrastructure Fund	-	550,000	(550,000)	-	-
The Good Prison (Lemos and Crane)	2,430	-	(2,430)	-	-
Barrow Cadbury Trust – Policy	6,081	52,000	(58,081)	-	-
Yorkshire Local Development	5,397	25,491	(30,888)	-	-
<b>Total restricted funds</b>	<b>53,063</b>	<b>1,041,868</b>	<b>(1,060,420)</b>	<b>8,348</b>	<b>42,859</b>
<b>Unrestricted funds:</b>					
Paul Hamlyn Foundation	-	100,000	(100,000)	-	-
Bromley Trust	-	10,000	(10,000)	-	-
Esmée Fairbairn Foundation	-	65,000	(65,000)	-	-
Goldsmith's Company Charity	-	30,000	(30,000)	-	-
Woolbeding Charity (Monument Trust)	-	50,000	(50,000)	-	-
General funds	464,598	163,358	(187,604)	(8,348)	<b>432,005</b>
<b>Total unrestricted funds</b>	<b>464,598</b>	<b>418,358</b>	<b>(442,604)</b>	<b>(8,348)</b>	<b>432,005</b>
<b>Designated Funds:</b>					
Web development, office move and Women's Work	140,860	-	(62,831)	-	<b>78,029</b>
<b>Total unrestricted funds</b>	<b>605,458</b>	<b>418,358</b>	<b>(505,435)</b>	<b>(8,348)</b>	<b>510,034</b>
<b>Total funds</b>	<b>658,521</b>	<b>1,460,226</b>	<b>(1,565,855)</b>	<b>-</b>	<b>552,893</b>

## Purposes of restricted funds

### Arts Alliance

Clinks is working with a range of different organisations to improve policies and practice in relation to arts-based work with people in the criminal justice system and their families. This includes developing the National Criminal Justice Arts Alliance as the main national network for arts organisations that work in the criminal justice system.

### Lloyds Bank Foundation for England & Wales

Aims to develop an influential sector voice and leadership with vision for the voluntary sector working in criminal justice, in particular small and specialist organisations by building on our existing strong relationships with key stakeholders, at both national and regional levels, in order to increase engagement and influence.

### City Bridge Trust and Greater London Authority Civil Society Roots Fund

Funding for London Development Officer to: develop expertise on the voluntary sector working in criminal justice in London, its strengths and weaknesses and its challenges and opportunities; provide a range of support to the sector, including a comprehensive programme of information; ensure the London sector's voice is heard and its important work is recognised, at both national and regional levels; support partnerships within and between sectors.

### Ministry of Justice – Women's Capacity Building

Funded by the MoJ, Clinks will deliver a programme of training and support to voluntary organisations that offer specialist services to vulnerable women. The programme will focus on capacity building and sustainable development, providing a range of interventions alongside a legacy of resources and toolkits that can be used to support continued development.

### Women's Network

On the dissolution of Women's Breakout, the balance of assets was transferred to Clinks. Clinks has committed to continue its work on women in the criminal justice system committing £100,000 (2 x £50,000 over the 2019/20 and 2020/21 years respectively) to grow support for the women's sector.

### Department of Health and Social Care – VCSE Health and Wellbeing Alliance

Clinks is a member of the VCSE Health and Wellbeing Alliance, a partnership between the Department of Health, NHS England and Public Health England and 21 national voluntary sector organisations and consortia. The HW Alliance aims to bring the voice of the voluntary sector and people with lived experience into national policy making, to promote equality and reduce health inequalities. Clinks works with Nacro to raise awareness of the health needs of people in the criminal justice system and the vital role the voluntary sector can play in addressing them.

MEAM – Local Development/ MEAM – Policy

Local Development

The MEAM approach was developed to provide a non-prescriptive framework for areas to develop a coordinated and flexible approach to supporting adults with multiple and complex needs. At present there are 11 areas across the country developing the MEAM approach and Clinks provides local development support to two of these. The MEAM Coalition also provides support to the 12 Big Lottery Fulfilling Lives areas.

Policy

Clinks contributes to the Making Every Adult Matter embedded policy team across the MEAM coalition partners to influence government policy and amplify the voice of people with multiple and complex needs.

Barrow Cadbury Trust – Policy

To support Clinks' senior level policy and political influencing.

Ministry of Justice – Infrastructure Fund

A strategic grant from the Criminal Justice Group to deliver outcomes in relation to representation and voice, communication and partnership working.

19. Analysis of cash and cash equivalents

	at 1 April 2020	Cash flows	at 31 March 2021
	£	£	£
Cash at bank and in hand	330,068	13,303	343,371
Notice deposits (less than three months)	297,903	-	297,903
<b>Total cash and cash equivalents</b>	<b>627,971</b>	<b>13,303</b>	<b>641,274</b>

20. Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods.

	Property 2021 £	Property 2020 £
Less than one year	67,000	67,000
One to five years	268,000	335,000
Over five years	-	-
	<b>335,000</b>	<b>402,000</b>

Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

## Reference and administrative information

<b>Company number</b>	3562176
<b>Charity number</b>	1074546
<b>Registered office and operational address</b>	Block C, 5 <sup>th</sup> floor, Tavistock House, Tavistock Square, London WC1H 9JJ
<b>Country of registration</b>	England and Wales
<b>Country of incorporation</b>	United Kingdom
<b>Trustees</b>	<p>Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:</p> <ul style="list-style-type: none"><li>• Roma Hooper OBE – Chair – elected November 2018</li><li>• Christopher Stacey – elected 2019, resigned November 2020</li><li>• Rachael Byrne – Vice Chair, re-elected 2019</li><li>• Raheel Mohammed – elected 2019</li><li>• Simon Alsop – elected November 2019</li><li>• Richard Booty – elected 2020</li><li>• Dr Alison Frater – re-elected 2019</li><li>• Patrick Williams – co-opted 2020</li><li>• Liz Calderbank – elected 2019, resigned November 2020</li><li>• Simon Ruding – appointed in November 2020</li><li>• Helen Attewell – resigned in April 2020</li><li>• Jessica Southgate – elected 2018</li></ul>
<b>Key management personnel</b>	Anne Fox – Chief Executive Officer
<b>Bankers</b>	CAF Bank Limited, 25 Kingshill Avenue, West Malling, Kent ME19 4JQ
<b>Auditor</b>	Sayer Vincent LLP, Chartered Accountants and Statutory Auditor Invicta House, 108-114 Golden Lane, London EC1Y 0TL



# Thank you to our funders

We would like to take this opportunity to thank all of those who have donated to our work and supported us during what has been a challenging year for both Clinks and the voluntary sector working in the criminal justice system. The flexibility, understanding and support from our funders and partners has ensured we have continued to provide vital support to the sector over the year.





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🐦 @Clinks\_tweets

🌐 [www.clinks.org](http://www.clinks.org)

### Our vision

Our vision is of a vibrant, independent and resilient voluntary sector that enables people to transform their lives.

### Our mission

To support, represent and advocate for the voluntary sector in criminal justice, enabling it to provide the best possible opportunities for individuals and their families.

### Join Clinks: be heard, informed, and supported

Are you a voluntary organisation supporting people in the criminal justice system?

Join our network of over 600 members. Clinks membership offers you:

- A voice to influence change
- Practical assistance to be effective and resilient
- Support from a community of like-minded professionals.

We are offering free membership to all voluntary organisations until March 2022, and to those with annual income less than £100,000 until the end of March 2023.

[www.clinks.org/membership](http://www.clinks.org/membership)