



Annual report and financial statements

For the year ended 31 March 2019



Tavis House
1-6 Tavistock Square
London WC1H 9NA

☎ 020 7383 0966

✉ info@clinks.org

🐦 @Clinks_Tweets

💻 www.clinks.org

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

Report and financial statements

for the year ended 31 March 2019

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Photo: Clinks annual conference 2019

Reference and administrative information

Company number	3562176
Charity number	1074546
Registered office and operational address	Tavis House 1-6 Tavistock Square London WC1H 9NA
Country of registration	England and Wales
Country of incorporation	United Kingdom
Trustees	<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> <p>Roma Hooper OBE – Chair (appointed November 2018) Rachael Byrne – Vice Chair Simon Alsop – Treasurer (appointed February 2019) Helen Attewell Dr Alison Frater Liz Calderbank Jessica Southgate Christopher Stacey Raheel Mohammed Dame Anne Owers (retired as Chair November 2018) Steve Rawlins (retired November 2018) Norma Hoyte (retired November 2018) Nicola Silverleaf – Treasurer (resigned September 2018)</p>
Key management personnel	Anne Fox – Chief Executive Officer
Bankers	CAF Bank Limited 25 Kingshill Avenue, West Malling, Kent ME19 4JQ
Auditor	Sayer Vincent LLP, Chartered Accountants and Statutory Auditor Invicta House, 108-114 Golden Lane, London EC1Y 0TL

Trustees' annual report



Photo: Clinks conference 2019

The trustees present their report and the audited financial statements for the year ended 31 March 2019.

Reference and administrative information set out on page 1 and 2 forms part of this report. 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.

Objectives and activities

Purposes and aims

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 the criminal justice system, enabling it to provide the best possible opportunities for individuals and their families.

Our objectives

- 1 Promote the work 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 their 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.

Clinks future strategy

At our AGM in November, we launched Clinks' 2019-22 strategy. This followed an extensive consultation roadshow involving voluntary organisations in criminal justice, which ran from April to June 2018 and workshops on issues including race, service user engagement and the use of evidence.

During 2019-22 we will continue to do what we do now, because the organisations we support have told us it is what they need. Where resource and capacity allows, we will aim to provide additional support as the need arises.

We aim to have an offer for every organisation in England and Wales working with people in the criminal justice system and their families. We want all organisations who can benefit from our services to know we are here for them and know how they can get involved.

In particular, we want to ensure we meet the needs of the small, local and specialist organisations that make up the majority of our sector. These organisations face specific and acute challenges by virtue of their size, function and target client groups. At a time of increasing demand for services, and increasing complexity in the needs of service users, it is essential that organisations be equipped to give people the support they need. To enable them to do this we will have location based networks, as well as thematic networks, for voluntary organisations and practitioners supporting people in England and Wales with specific needs or protected characteristics.

The criminal justice system does not make sufficient use of the expertise in the sector, or that of people with lived experience, to ensure policy and services are better designed. We will build on our established reputation as a trusted advocate to influence across a range of UK and Welsh government departments, and amongst criminal justice practitioners in national and local agencies, to ensure the expertise and experience of the voluntary sector is properly utilised.

Our strategy for 2019-22 commits us to the following objectives and goals:

Strategic objective	Goal for 2022
1 Promote the work and value of the voluntary sector in the criminal justice system, with a particular focus on smaller specialist organisations.	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.
2 Support voluntary organisations working in the criminal justice system with individuals and their families.	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.
3 Represent and advocate for the voluntary sector and its service users.	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.
4 Identify challenges and opportunities facing the voluntary sector and its service users, and work together to find and implement solutions.	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.
5 Clinks being effective, efficient and professional in our work and operations. Ensuring we have the systems, resources and processes to achieve maximum impact.	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.

Annual business plans from 2019 to the end of the financial year 2021/22 will set out how we implement the strategy to achieve this goals.

Achievements and performance

Clinks in numbers 2018/19



145,216
unique visitors

to our website, up 19%



38
publications

reports, briefings and case studies



13,019
followers

up 16%



12,675
subscribers

to our e-bulletin, Light Lunch, up 1.5%



43
events

attended by 1,543 people



524
members

132 given free membership



Photo: Clinks AGM and 20th anniversary celebration 2018

1. Promote the work and value of the voluntary sector in the criminal justice system, with a particular focus on smaller specialist organisations.

Our growing reach

Clinks' comprehensive communications programme continues to achieve maximum impact through our connections to voluntary organisations working in criminal justice and those working with them.

New improved website

In November, we launched our new and improved website (responding to feedback from our 2016 impact assessment). These changes have enabled users to access the information they require and find services and sector organisations through our directories more easily and efficiently. Over the year our website visitor numbers were 145,216, an increase of 19% from the previous year.



145,216

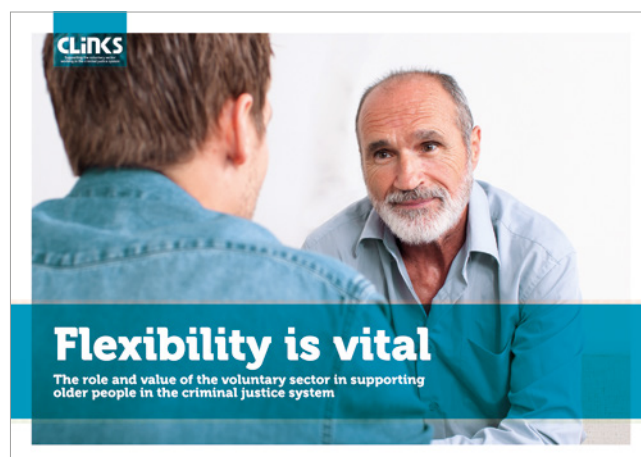
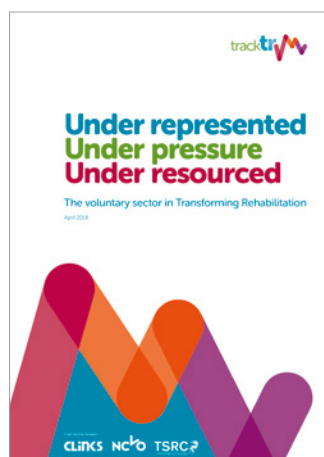
unique website visitors

to our website, up 19%

Over 2018/19 we produced 38 publications including reports, briefings and case studies, which highlight the work and value of organisations in criminal justice. These include: our report on the importance of voluntary sector coordination in prisons, *The Good Prison; Under represented, Under Resourced, Under Pressure*, the final trackTR report assessing the impact of the Transforming Rehabilitation reforms on the voluntary sector and *Flexibility is Vital*, a report on the work of voluntary organisations supporting older people in contact with the criminal justice system.

38 publications

reports, briefings and case studies



These have been promoted through our website, ebulletins and social media, the reach of which continues to grow. On 31 March 2019 Clinks had 13,019 followers on Twitter, an increase of 1,775 or 16% over the year. Our ebulletin Light Lunch continues to increase in popularity, with 12,675 subscribers on 31 March 2019, an increase of 186 people or 1.5% over the year.

13,019 followers

up 16%



12,675
subscribers

to our e-bulletin, **Light Lunch**, up 1.5%

Encouraging investment

We have developed evidence illustrating the particular importance of trust funding for the criminal justice voluntary sector. The sector attracts little income from the general public, but the need is growing, both in terms of numbers seeking support and the complexity and urgency of need. We use this to encourage funders to provide support for those working in this challenging area. We also work closely with those funders already giving financial support to the sector to share intelligence and identify key issues and ways to address these. Over the last year we have had meetings with over 30 different funders.

Showcasing the sector's life changing work

In September, Clinks held an 'Insider's view of prisons and probation today' event. This introduced the work of the voluntary sector working in criminal justice to over 100 people from livery companies and charitable trusts. The evening highlighted the inspirational work our members do through performances, music and a range of stalls from 16 inspiring and innovative voluntary organisations.

The response was very positive, with people describing it as "inspirational" and "a triumph". Individual donations have been received by several of the organisations involved. Clinks is following up with representatives from the livery companies to discuss with them what they can do to help our members continue their important work.

Engaging the sector in debate and discussion

As part of the Monument Fellowship, formed to take forward the criminal justice legacy of the Monument Trust which closed in 2018/19, we continued to encourage debate and discussion on critical issues relating to the needs and experiences of people in the criminal justice system. In November 2018, the Fellowship published its second book, *Curing Violence – how we can become a less violent society*, a collection of contributions curated by the Centre for Justice Innovation. Clinks supported the work by encouraging our network to contribute to the book. The published volume includes a number of chapters written by voluntary organisations.

2. Support voluntary organisations working in the criminal justice system with individuals and their families.

A diverse events programme

Clinks hosted a range of events that supported our members and the wider sector to fulfil their work. Over the year, we held 43 events, attended by 1,543 people.



attended by 1,543 people

Our training programme began with workshops on the new Charities Act 2018 to help organisations prepare for the changes to the rules on trustee disqualification brought in by the Act. We continued to deliver our popular introduction to working and volunteering in prisons training. We also delivered arts in prisons training exploring some of the questions to consider before embarking on a creative project in a custodial setting.

I "The day was excellent and very informative. It was both engaging and interactive."

Delegate, Arts in prisons training, London 2018

Our Annual General Meeting celebrated 20 years of supporting the voluntary sector working in the criminal justice system and launched our strategy for 2019-22. Inspiring speakers and performances helped us look at what we have achieved together over the years, and to look to the future. Delegates had the chance to network with other Clinks' members, funders, and government influencers, and meet Clinks' staff and trustees.

Keeping the sector up to date

Over the year we provided timely and accessible information about developments in criminal justice policy and operating environment and the potential implications for the sector. Our regular social media posts provided responsive dissemination and comment on sector news. We published 42 blogs and briefings and disseminated 49 editions of our weekly news ebulletin Light Lunch and 12 editions each of our monthly Health and Justice, Policy Briefing and National Criminal Justice Arts Alliance ebulletins, plus 4 editions of our Women's Network ebulletin.

Bringing our support close to our members

Clinks Area Development Team provides representation for the sector in Wales, and on a wide range of regional and sub-regional committees across the North East, North West and West Yorkshire. These include Integrated Offender Management Boards, Housing for Offenders Groups and Reducing Re-offending Boards. The team engages with senior staff in their areas from the National Probation Service, Police and Crime Commissioner offices, Community Rehabilitation Companies and prisons. This engagement ensures the valuable work and role of the voluntary sector is promoted and provides sector engagement and partnership opportunities in each area.

Supporting thematic networks

Women

Following the merger of Women's Breakout into Clinks in 2017, we have invested from reserves to hire a dedicated member of staff for two years to further develop our network for voluntary organisations providing specialist gender specific support for women in, or at risk of contact with, the criminal justice system. Our new Women's Network Coordinator, Jackie Lowthian, began work in February 2019. We are excited to see what we can achieve with our new capacity. Throughout the year, we continued to run our women's networking forum, which brings together senior leaders in the women's sector for quarterly network meetings.

Arts in criminal justice

Last year the National Criminal Justice Arts Alliance (NCJAA) became an Arts Council England Sector Support Organisation as part of its National Portfolio. This has unlocked opportunities for development. We have focussed on building our network in the West Midlands and increasing black, Asian and minority ethnic representation across the alliance. The NCJAA published an Annual Review* of their activities and achievements, which highlights the work they have undertaken to support sector resilience, good practice and support research and evidence in policy making and service development.

Families

Clinks continues to lead a network of organisations working with the families of prisoners. We also coordinate meetings with the prison service, focussing on issues affecting the delivery of family services. This supports family organisations to have input into any proposed changes in the prison service that could have an impact on them. In March 2019, Clinks worked with the prison service to organise a families' conference at HMP Askham Grange, with another event planned for the autumn.

3. Represent and advocate for the voluntary sector and its service users.

Responding to a fast changing external environment

We continue to see considerable change both within criminal justice and for voluntary organisations as a whole. Clinks keeps organisations informed of changes, considers what support is needed, and collects comprehensive intelligence on the sector to ensure we understand its impact and evolving needs.

* You can read *A stronger alliance*, NCJAA's 2018-2019 annual review, here: www.artsincriminaljustice.org.uk/annual-review-2018-2019

Significant changes in the Ministry of Justice and Her Majesty's Prison and Probation Service (HMPPS) continue, requiring investment in developing relationships. Clinks has worked hard to develop new relationships, brief ministers and civil servants on our role and that of the sector and ensure they understand our offer for sector and service user engagement, representation and consultation.

Advising the government

Clinks provides the Chair and secretariat for the Ministry of Justice Reducing Reoffending Third Sector Advisory Group (RR3). During 2018/19, the RR3 provided advice to the Ministry of Justice on probation reform, the female offender strategy, commissioning services for people with protected characteristics, and the New Futures Network. It published a report with recommendations from a special interest group established to explore how to improve accommodation outcomes for people in the criminal justice system and established another special interest group on employment outcomes.

In 2018, Rt Hon. David Liddington MP, then Minister for the Cabinet Office and Chancellor of the Duchy of Lancaster, established the Reducing Reoffending Board, a cross-ministerial group attended by senior ministers from all government departments with a stake in the causes and effects of reoffending. In June 2018, the RR3 became a formal reference group to the Reducing Reoffending Board. The RR3's first commission from the board was to provide advice on Universal Credit and access to banking for people in the contact with the criminal justice system.

In November 2018, the NCJAA convened a roundtable with the Secretary of State for Justice and the Secretary of State for Digital, Culture, Media and Sport. They met with sector experts and major arts and culture organisations to discuss the role of arts and culture in criminal justice settings. The NCJAA leads the way in supporting people with criminal records to gain skills and find employment in the creative industries. As a result, Arts Council England has committed to fund a 'Ban the box' event, and will possibly fund a place based pilot programme, for 2019-2020.

Clinks is a member of the All Wales Criminal Justice Board, which endorsed a framework to support positive change for those at risk of offending in Wales 2018-2023. In 2018 we joined the newly formed All Wales women in justice board, which oversees the implementation of the framework in relation to women in the justice system, including the development of the *Female Offending Blueprint for Wales*, published Spring 2019. In February, following our submission of written evidence, our CEO gave evidence to the Welsh Commission on Justice in relation to women.

Over the year we have responded to 17 policy consultations including:

- Written and oral evidence to the Health and Social Care Committee inquiry into prison healthcare
- Written submission to HMPPS stakeholder consultation on the Incentive and Earned Privileges system in prisons
- Written submission to the Civil Society Strategy consultation.

Last year we ran consultation events on:

- Exploring the role of criminal justice charities in civil society today and involving voluntary organisations and people with lived experience of the criminal justice system in policy making
- Exploring what is supportive of good mental health in prisons, barriers or trigger points and a whole prison approach to good mental health with the Association of Mental Health Providers
- HM Inspectorate of Probation's inspection framework and the standards which will be used for future inspection of probation services.

Ensuring the voluntary sector's role in the future probation model

In May we launched our final trackTR report, which highlighted that voluntary organisations were under represented, under pressure and under resourced in their work with probation services. We met with senior officials in the Ministry of Justice to discuss our findings and support them to consider how these might be applied and addressed in any future probation model. In July 2018, the Ministry of Justice announced that current probation contracts would end early and launched a public consultation on proposals for a future model of probation. The proposals acknowledged many of the challenges faced by the voluntary sector highlighted by our trackTR research.

Through our consultation events and engagement activity, we engaged with over 270 people representing more than 150 different organisations. The knowledge and experience of these organisations fed into our submission to the consultation, as well as our input into meetings with officials and the Ministry of Justice's Design Assurance Panel and Future Probation and Resettlement Services project group for Wales.

Our response focused on the vital role of the voluntary sector in supporting and working alongside probation services. We highlighted the failures of the current model to properly engage with the voluntary sector or to meet the needs of people protected under the Equality Act (2010), in particular black, Asian and minority ethnic (BAME) people, women and young adults.

Keeping race equality on the agenda

Race equality remains a strategic priority for Clinks. We have acted as a critical friend in supporting the Ministry of Justice and HMPPS' implementation of the Lammy Review recommendations. In March 2019, Jess Mullen, Clinks' Head of Policy and Communications, gave evidence to the justice committee on the progress towards the Lammy Review's implementation. We participated in Ministerial roundtables to identify BAME led organisations to participate in these meetings. We are also a member of the HMPPS external advice and scrutiny panel and have supported officials and ministers to directly engage with BAME-led organisations in their implementation activities.

Highlighting the role of women centred services

The Female Offender Strategy was published in June 2018. We were delighted to see that the important role of women's centres and the wider voluntary sector was recognised in the report. We have shared information about the strategy, provided policy briefings to women's organisations and participated in workshops to develop models for piloting the proposed residential centres for women and advising on the development of a National Concordat on Female Offenders.

Supporting Lord Farmer's reviews of family ties

We were a member of the expert group, and led the call for evidence, for the second Farmer Review into the family ties of women in the criminal justice system. We gathered more than 350 responses from women in prison and under probation and over 100 responses from families, as well as a further 32 submissions from the voluntary sector and experts. We sit on the HMPPS Family Strategy Working Group, which is taking forward the Farmer Review recommendations. We worked with HMPPS to put together a family and significant others measure to be used by governors to measure their establishments' performance in relation to family ties.

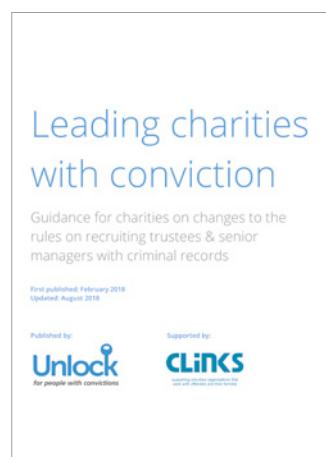
4. Identify challenges and opportunities facing the voluntary sector and its service users and work together to find and implement solutions.

This year has seen a number of challenges and opportunities, arising from changes to government policy and longer term trends in the demographics of those in contact with the criminal justice system.

The State of the sector

Our 2018 State of the sector survey showed that service user need is becoming more complex and urgent, as people's basic needs are no longer being met. This is happening for a variety of reasons, including welfare reforms pushing people into poverty and homelessness, a lack of secure and appropriate housing options, mental health provision in the community becoming more difficult to access and limited resources for criminal justice organisations.

55% of respondents told us that the number of people they are supporting has increased in the last financial year. This is part of a continuing trend. Some respondents commented that they face unprecedented demand for their services. 80% of organisations that responded said that service user need is becoming more complex. This demand is becoming even more urgent as the majority of respondents reported that people's basic needs are no longer being met. See graphs on page 17.



Responding to restrictions on staff and trustees with convictions

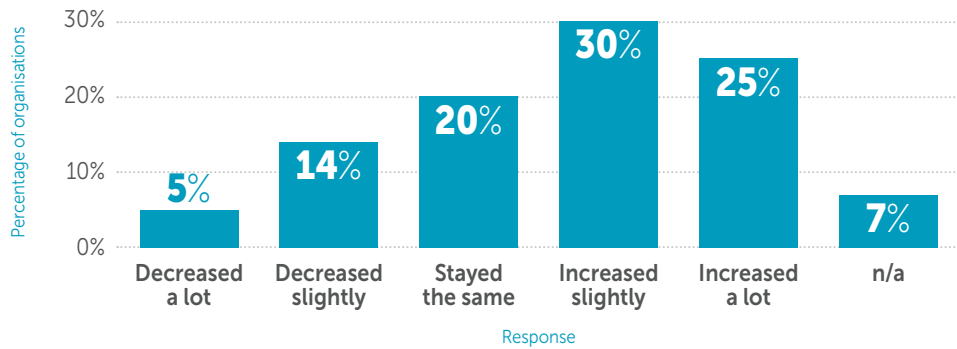
The Charities (Protection and Social Investment) Act (2016) came into force on 1 August 2018. The restrictions on staff and trustees with convictions have impacted a number of voluntary organisations working in criminal justice. We have worked with Clinks' member Unlock to inform the sector about these developments. We have supported members in pursuing applications for waivers for potential trustees from the Charities Commission.

Addressing the ageing prison population

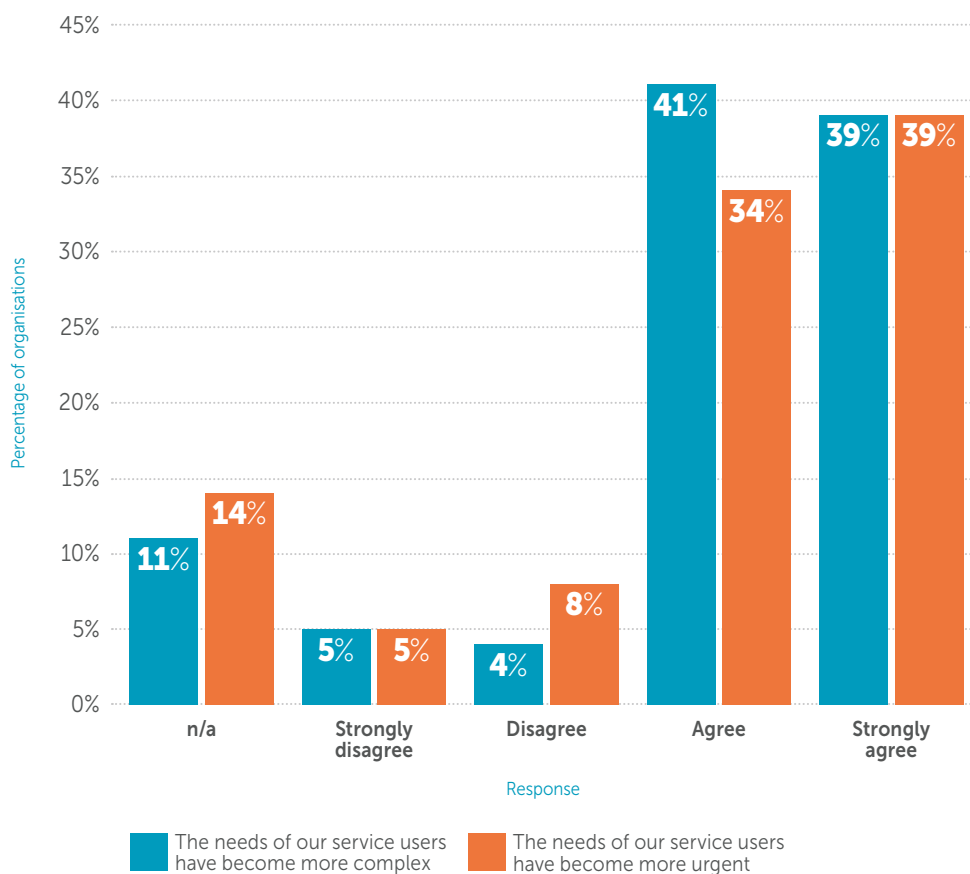
Clinks published *Flexibility is vital*, which looks at the role and the value of voluntary organisations in meeting the needs of older people who are in the criminal justice system. People aged over 50 are the fastest growing group in the prison population. Meeting their needs, both in custody and after release, is one of the greatest challenges facing the criminal justice system today. It is set to become even more pressing as the population continues to age. The report sets out recommendations for policy makers, commissioners and funders.

Data from our report *The state of the sector 2018*

Change in the number of service users



How strongly organisations agree or disagree that the needs of their service users have become more complex and urgent



A prison system under strain

Prison overcrowding and related issues of increased violence, drug use and the movement of prisoners around the estate presents significant challenges for voluntary organisations and the delivery of their services. *The Good Prison – why voluntary sector coordination is essential*, published in April, highlights the success in addressing these issues through introducing a voluntary sector coordinator in three adult male prisons. We have developed the model further and sought to promote an understanding of the value of voluntary sector coordination in prisons. We have been working with HMPPS and directly with interested prisons to explore ways to roll the approach out further in a cash-strapped prison service. The work in the original three prisons continues with funding from the prisons.

“Clinks’ work has, since 1996, been a wonderful example of the voluntary sector’s capacity to change the lives of ex-offenders, supporting them through prison, release and their return to the community. I’m delighted to hear that they are exploring placing a voluntary sector co-ordinator in an additional prison. It is so important to be able to harness the energy and wisdom of the voluntary sector, and we owe them a huge debt of gratitude.”

Rory Stewart, Minister of State for Prisons (Jan 2018 to May 2019)

“The role of charities and the third sector is absolutely crucial; they make a huge contribution in prisons. The worry I have is that not enough use is actually made of them, because it’s not well coordinated. When we published our revised expectations we put in a new expectation about wanting to see a senior named member of staff with specific responsibility for coordinating third sector activity within jails. We don’t see that happening often enough.”

Peter Clarke, HM Chief Inspector of Prisons, *Prison Service Journal*: 243

Ensuring good commissioning practice

In June we published recommendations from a Reducing Reoffending Third Sector Advisory (RR3) Special Interest Group. The recommendations focus on good practice in the commissioning of family services for prisons. Clinks has met with Ministry of Justice officials to discuss the problems that occurred during the commissioning of prison family services and how the Ministry of Justice can work with the voluntary sector to improve commissioning processes in the future. This work is ongoing.

Supporting the sector to involve service users

Our Service User Involvement Managers’ Forum held three events attended by over 30 members. Contributors included organisations that have successfully introduced service user involvement into the heart of their work and experts by experience who are now helping to shape the services they use. The network also discussed how the sector could achieve diversity in, and through, service user involvement and peer support in prison.

We have represented Clinks members on the HMPPS Service User Involvement Advisory Group. This year the Group developed standards of excellence to increase and improve service user involvement in system and service design in HMPPS and its services that are in direct contact with people with lived experience of the criminal justice system.

Working in partnership to find solutions

This year we continued to work with a wide range of partners to explore opportunities to develop new programmes in response to emerging needs.

In partnership with the National Council for Voluntary Organisations we have collaborated on our State of the sector research and trackTR. Together we advocated on behalf of the organisations effected by the collapse of Working Links.

Along with Homeless Link and Mind, Clinks is a founding member of the Making Every Adult Matter (MEAM) coalition. The coalition celebrated its tenth anniversary this year and launched its strategy for 2018-2022, *Tackling Multiple Disadvantage Nationwide*. We continued to support local areas to adopt the MEAM approach to better meet the needs of adults facing multiple disadvantage and advocate for policy changes.

We undertake all our work on race inequality in the criminal justice system alongside, and in support of, the BAME led voluntary sector, in particular EQUAL (the successor to the Young Review). We are a member of the steering group and independent advisory group.

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

Investing in our team

We have appointed a new treasurer who is committed to ensuring that Clinks finances are robust and fit for purpose.

Due to the impact of changes to disqualification rules for trustees and staff with convictions, Clinks membership voted to change our memorandums and articles to ensure that we can continue to involve people with lived experience of the criminal justice system in the leadership of our work.

Clinks has invested in a new corporate services team, led by a new post of Corporate Services Manager. This is to ensure that Clinks can respond to new responsibilities emerging from new legislation and governance requirements, such as the General Data Protection Regulation.

A number of long-term staff left Clinks during the year and we invested in preparation for their departure and the recruitment and induction of new team members.

Assessing our impact

In early 2019 we commissioned an independent impact assessment. It will consider whether we are providing the range of services and activities that our stakeholders want and need, what difference we make to our members and whether our work is of a good quality. The final report is due in September 2019.

Beneficiaries of our services

Clinks had 524 members at the end of March 2019, and a wider network of approximately 2,000 voluntary sector organisations. Clinks' full membership is open to all voluntary sector organisations that agree with our aims and free to those with an income of under £30,000.

The voluntary sector in criminal justice

With many organisations tightening their budgets member retention remains challenging. We currently have 132 members who meet the free membership criteria, over a quarter of our membership. These members are the most likely to not renew their membership after a year. Our concern is that these organisations cease to exist or operate in criminal justice because they cannot sustain themselves in the current challenging climate. We continue to survey our lapsed members in order to improve our services and understand how we can improve our membership offer, as well as our advocacy to funders and policymakers who affect the environment in which our members work.



132 given free membership

Financial review

2018/9 saw a reduction in our unrestricted reserves, in line with the provisions set out in our revised reserves policy which is detailed under Reserves and Going Concern, from £515,673 to £464,598 (excluding designated funds of £140,860). We were able to benefit from an element of financial reassurance in this year as the Ministry of Justice Infrastructure Grant has been awarded over a three year term (with an annual break clause) from 2018/19.

The designated funds have been set for specific projects that span years 2018/19 to March 2021. Trustees gave permission to invest some of our free reserves into developing our work with women, following the integration of Women's Breakout. This investment will bring welcome additional capacity to build on our influencing work and further develop our network. A maximum of two year's funding has been agreed (£50,000 x 2 years inclusive) after which we aim to secure further funding from other sources. Funds were designated in the 2017/18 year to commission an impact assessment on our policy work and to develop our website. Both of these projects are still ongoing and should be completed by March 2020.

There was a decrease in restricted funds for the year from £64,863 to £53,063 which reflects the completion of some projects, with plans to further reduce this figure and use the carried forward restricted funds within the 2019/20 year.

Operating from rented premises and with a low overhead means that we are able to avoid significant investment in fixed assets, allowing our income to be applied to charitable activities. Salaries continue to be our largest expense due to our strategic intention to resource a skilled team and also increase the numbers of geographic and thematic areas we can staff. However, due partly to expansion detailed above and to the organic expansion associated with a healthy charity, the current premises are no longer suitable. This, coupled with a sharp rise in rent which we have already been forewarned by the landlord will happen at the point of lease renewal in September 2021, will mean that we will no longer be able to benefit from current arrangements. Investment into new premises is inevitable.

We acknowledge the vital support of our longstanding 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 the next three years. 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

To enable Clinks to improve its governance we have further developed the work of the Finance and HR Committee. This 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 and 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. An annual review of the risk register ensures 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 have done extensive work this year on our reserves policy and agreeing 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. This continues to provide uncertainty beyond the end of the current grant period.

Recent years have been characterised by large-scale changes in the criminal justice policy and operating environment that 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 loses impact as policy priorities and emphasis change and we are required to change direction in order to provide a responsive and reactive programme of support to the sector. For example, in 2018/19 we embarked on a programme of support to add value from the sector to the government's flagship 10 prisons project. Due to a change in ministerial team this may not now continue.

The future model for probation is still in development. The government's recognition of the challenges of the current system and intention to unify the service and provide a significant role for the voluntary sector represents a welcome opportunity for the sector. However, significant detail still needs to be finalised with regards to service design and commissioning principles for this to be realised.

Influencing and ensuring that the voluntary sector is appropriately engaged in these developments requires significant resource. There is risk that Clinks and the sector invests this resource, but see little impact due to the financial and political parameters within which the model is being developed.

In our work to collaboratively and supportively influence key policy areas and service development there is risk that we are perceived as not providing sufficient challenge to the government.

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 to engage with us.

Reserves policy and going concern

Trustees and the Finance and Human Resources committee have been considering Clinks' approach to risk and our need for reserves. We considered a range of models for continued operation in the event of a critical loss of funding. If this were to occur, 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. This is the foundation on which specific scenarios have been fully costed to ensure Clinks has a margin of safety. In the 2018/19 year we undertook a significant piece of work to understand the scenarios in which Clinks might need access to its reserves and their likelihood.

Clinks' business model means that income and expenditure can be forecast with reasonable accuracy. However, due to the turbulence of voluntary sector funding, uncertainty with regards to external factors and potential delays or cessation of previously relied upon income streams, the trustees feel that an operating reserve needs to be introduced to provide a core service, plus the cost of an orderly winding 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 reassess and plan an alternative direction and income streams. This core staff approach would achieve maximum reach and value, until such times that financial security can be restored and a restructure and rebuild plan can be devised and executed.

Based on current expenditure levels, the minimum amount required to execute the above is £486,000. Clinks free reserves at 31st March 2019 are £464,598 (excluding designated funds of £140,860)

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 to be 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.

A SWOT based analysis will take place in March every year to determine that the risks identified in this policy are appropriate to Clinks functionality.

Statement on fundraising practices

Clinks' fundraising targets 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 telephone or face-to-face appeals. We use professional fundraisers as needed to provide additional capacity for writing funding applications, liaising closely with the Head of Strategic Development. Clinks keeps abreast of applicable fundraising regulation and compliance codes. We have never received a complaint for our fundraising activities.

Plans for the future

Clinks new strategy will be implemented from April 2019. We are ambitious about the future and potential of the sector we serve. We want to build and support a movement of organisations who play an essential role in helping people to desist from crime and turn their lives around. These organisations also provide essential support to the families of people caught up in the criminal justice system. In 2019/20 we will focus on specific priority areas of work, responding to both need, as well as to policy developments, which will change the context in which our beneficiaries work.

1. Promote the work and value of the voluntary sector in the criminal justice system, with a particular focus on smaller specialist organisations.

We will continue to ensure that the impact and work of the sector is widely understood and valued by building on our comprehensive communications and influencing programme, online presence and through engagement with the criminal justice and voluntary sector media. We will collaborate and work in partnership with our members and the wider voluntary sector to ensure that the voice of the sector, and challenges it faces, is amplified.

We will continue to make the case for funders to support voluntary organisations working in criminal justice. We plan to run another event for trusts and livery companies, showcasing the work of the sector and their impact on service users, as well as a programme of funder visits to share intelligence and updates.

2. Support voluntary organisations working in the criminal justice system with individuals and their families.

Our Area Development Team in Wales, the North East, North West and West Yorkshire, will be working to ensure voluntary sector engagement with, and influence on, the development and implementation of new probation arrangements at a regional and sub-regional level, as well as the concordat for work with women and a general move to more co-commissioning.

Subject to securing funding, we want to increase our training and events offer next year with a focus on strengthening the sector's influencing skills and ability to speak out on behalf of service users.

We will provide analysis and briefings to keep the sector informed and engaged with policy developments. When reviewing policy priorities and positions, we will consider opportunities to co-produce these with our members. Through events and calls for evidence, we will ensure our policy work is informed by members' expertise, experience and needs.

3. Represent and advocate for the voluntary sector and its service users.

In a context of ongoing and significant change in the external political environment, we will maintain our respected voice and continue to build and maintain relationships with key decision makers.

We will continue to work collaboratively with UK and Welsh governments to ensure that we have the right relationships to affect change. This will include working beyond criminal justice with a wider range of departments and agencies whose policies impact upon people in the criminal justice system and the voluntary organisations working to support them.

Over the coming year, we will seek to understand the implications of the future probation model for the voluntary sector and continue to advocate for the needs of voluntary organisations. In particular, we will advocate for commissioning and procurement processes and funding mechanisms that are appropriate for small, local organisations, as well as the larger providers.

The needs of people who experience poorer outcomes in the criminal justice system, and the organisations that specialise in working with them, will remain a focus in our work. We will engage with these specialist organisations to ensure their ability to affect change through their own services and advocacy work.

4. Identify challenges and opportunities facing the voluntary sector and its service users, and work together to find and implement solutions.

In 2019/20 we will carry out a review of the women's network. This will involve a survey of network members to find out their priorities and how well we are meeting their needs. The information gathered will inform the development of our network offer, including quarterly meetings, ebuletin and policy priorities.

Inspiring Futures, a programme of work led by the National Criminal Justice Arts Alliance, will start in 2019. It is a unique collaboration bringing together leading arts in criminal justice organisations and the University of Cambridge's Institute Of Criminology.

Inspiring Futures will combine an artistic programme in prisons and the community with embedded participative research. It will advance knowledge into why arts interventions impact on the lives of people in the criminal justice system and how to optimise the effect.

The work will also lead to the development of a range of online resources, regional learning events and opportunities. In turn, this will feed into our policy influencing channels, ensuring what works on the ground is converted into lasting policy change.

Working in partnership to find solutions

We will continue to work with a wide range of partners in order to achieve our aims, take advantage of opportunities and find solutions to challenges.

In 2019 Clinks and NCJAA curate the third in a series of books on behalf of the Monument Fellowship, with responses to the question - what should happen to people who commit criminal offences? The book will feature contributions from a range of voices, including smaller specialist voluntary organisations, people with lived experience and essays and poems from people in prison. We aim to engage a wide audience in thinking about the criminal justice system, the value of supporting people in the system and the need for reform.

We will continue to work:

- With the National Council for Voluntary Organisations
- In partnership with specialist organisations with a focus on key areas of need in the criminal justice system, such as Agenda and other women's organisations
- With EQUAL, the successor to the Young Review and support the work of other BAME led organisations to connect them with policy influencing opportunities and to highlight their work and importance of race equality to non-specialist organisations working in the criminal justice system
- In collaboration with New Philanthropy Capital on their research to understand what makes for an effective relationship between charities, prisons and the wider justice system.

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

In 2019 we will complete work to ensure we are as effective and efficient at managing our finances so that our resources are being used to best effect. We will undertake an analysis of our current resources to understand what we need to do differently in order to achieve the ambitions of our new strategy.

Our independent impact assessment will be completed and we will assess what it tells us about what we do well and need to continue to do, and what we may need to do differently.

Led by our new Chair, we will focus on ensuring our trustee and staff teams are able to work effectively together. We will assess the profile of our Board and how it may best deliver on our strategy.

We will assess our use of technology to enable our team to work cohesively as well as effectively with the sector, investing in digital tools to help us expand our reach and make sure our support offer is more accessible to our members, with a focus on small and locally based organisations.

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. The Board co-opts additional members to ensure a diverse board with the right mix of skills and experience.

The organisation is a charitable company limited by guarantee, incorporated on 12 May 1998 and registered as a charity on 5 March 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. Any 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 with the Chair of Trustees allows appropriate decision making between formal meetings.

Chaired by the Treasurer, the Board Finance and Human Resources sub-committee meets quarterly to discuss and report on key finance and human resource issues. The role of Corporate Services Manager was introduced within this financial year, providing in-house support to both finance and HR, including on any 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.

Appointment of trustees

At our 2018 AGM, Dame Anne Owers stepped down as Clinks' Chair.

Roma Hooper OBE was appointed and subsequently elected as Clinks Chair of trustees at the November AGM. Roma has worked and volunteered in the criminal justice voluntary sector for many years and fully understands the role and contribution of the voluntary sector working with people in the criminal justice system and their families.



"I firmly believe that Clinks, with its members, has the ability to continue to thrive and use its influence to strengthen the power of the voluntary sector so it can continue to reduce crime and improve rehabilitation for those facing sentences in prison and in the community."

Roma Hooper OBE, Chair

In the coming year, Roma will be looking to build on the success of the past whilst focussing on broadening Clinks' reach and connections across the wider statutory, private and voluntary sectors so we can better support and represent our members.

Clinks identifies other potential new trustees in a variety of different ways, including publicising vacancies through our ebulletins and mailings, which go to members and a wider audience of stakeholders. We carry out regular skills audits to identify what skills gaps there might be. 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 those supporting BAME people, who are disproportionately represented within the criminal justice system.

Trustee induction and training

New trustees are given a copy of the trustee handbook, which includes a range of key documents, including the Articles, 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.

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 the 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 staff, including to the senior management team and Chief Executive Officer, are intended to be:

- Internally as equitable as possible, as 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 track 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 2019 was nine (2018: eleven). 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 26 September 2019 and signed on their behalf by:

Roma Hooper
Chair

Independent auditor's report

Opinion

We have audited the financial statements of Clinks (the 'charitable company') for the year ended 31 March 2019, which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 2019 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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. 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. In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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 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 trustees 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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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), 28 November 2019

for and on behalf of Sayer Vincent LLP, Statutory Auditor Invicta House, 108-114 Golden Lane, London EC1Y 0TL

Statement of financial activities

(incorporating an income and expenditure account)

		2019			2018		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Note	£	£	£	£	£	£
Income from:							
Charitable activities							
Support, representation and promotion	2	312,276	923,993	1,236,269	257,318	940,660	1,197,978
Other trading activities	3	66,021	-	66,021	71,666	11,715	83,381
Interest	4	1,490	-	1,490	1,738	-	1,738
Total income		379,787	923,993	1,303,780	330,722	952,375	1,283,097
Expenditure on:							
Charitable activities							
Support, representation and promotion	5a	407,592	940,599	1,348,191	208,326	1,021,814	1,230,140
Total expenditure		407,592	940,599	1,348,191	208,326	1,021,814	1,230,140
Net (expenditure) / income for the year	7	(27,805)	(16,606)	(44,411)	122,396	(69,439)	52,957
Transfers between funds		(4,806)	4,806	-	-	-	-
Net movement in funds		(32,611)	(11,800)	(44,411)	122,396	(69,439)	52,957
Reconciliation of funds:							
Total funds brought forward		638,069	64,863	702,932	515,673	134,302	649,975
Total funds carried forward		605,458	53,063	658,521	638,069	64,863	702,932

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 2019

		2019		2018	
	Note	£	£	£	£
Fixed assets:					
Tangible assets	12		12,419		8,616
Current assets:					
Debtors	13	209,562		27,407	
Short term deposit		404,924		704,140	
Cash at bank and in hand		227,654		218,008	
		842,140		949,555	
Liabilities:					
Creditors: amounts falling due within one year	14	196,038		255,239	
Net current assets			646,102		694,316
Total net assets			658,521		702,932
The funds of the charity:					
Restricted income funds	17a		53,063		64,863
Unrestricted income funds:					
General funds		464,598		561,389	
Designated funds		140,860		76,680	
Total unrestricted funds			605,458		638,069
Total charity funds			658,521		702,932

Approved by the management committee on 26 September 2019 and signed on its behalf by:

Roma Hooper

Chair

Statement of cash flows

for the year ended 31 March 2019

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

	2019	2018
	£	£
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	(44,411)	52,957
Depreciation charges	5,673	7,303
Dividends, interest and rent from investments	(1,490)	(1,738)
(Increase)/decrease in debtors	(182,155)	7,118
Increase/(decrease) in creditors	(59,201)	6,461
Net cash provided by / (used in) operating activities	(281,584)	72,102

	Note	2019	2018
		£	£
Cash flows from operating activities			
Net cash provided by / (used in) operating activities	18	(281,584)	72,101
Cash flows from investing activities:			
Dividends, interest and rents from investments		1,490	1,738
Purchase of fixed assets		(9,475)	(9,551)
Net cash provided by / (used in) investing activities		(7,985)	(7,813)
Change in cash and cash equivalents in the year		(289,570)	64,288
Cash and cash equivalents at the beginning of the year		922,148	857,860
Cash and cash equivalents at the end of the year	19	632,578	922,148

Notes to the financial statements

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 Tavis House, 1 - 6 Tavistock Square, London, WC1H 9NA.

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.

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 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 93%
- Support costs 6%
- Governance costs 1%

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.

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

	2019			2018		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Grants	312,276	923,993	1,236,269	257,318	940,660	1,197,978
Total income from charitable activities	312,276	923,993	1,236,269	257,318	940,660	1,197,978
Restricted grants consist of:						
West Yorkshire PCC	-	38,237	38,237	-	-	-
Woolbeding Trust (Monument Trust)	-	50,000	50,000	-	50,000	50,000
Sports Alliance	-	-	-	-	80,000	80,000
Barrow Cadbury Trust	-	49,000	49,000	-	68,500	68,500
NOMS Infrastructure Grant	-	550,000	550,000	-	500,000	500,000
Womens Breakout	-	500	500	-	22,278	22,278
NOMS 10 Prison Projects	-	32,492	32,492	-	-	-
Clouse Galbenkian	-	-	-	-	6,000	6,000
Arts Council England	-	65,000	65,000	-	-	-
1 st ACCESS	-	-	-	-	4,700	4,700
NOMS - HMP Ranby	-	-	-	-	23,333	23,333
Making Every Adult Matter (MEAM)	-	20,150	20,150	-	55,862	55,862
NACRO - Mental Health Work	-	25,025	25,025	-	-	-
NACRO - Health Work	-	60,000	60,000	-	79,987	79,987
NOMS - Farmer Review	-	33,589	33,589	-	-	-
Porticus	-	-	-	-	50,000	50,000
	-	923,993	923,993	-	940,660	940,660

3. Income from other trading activities

	2019			2018		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Membership fees	23,151	-	23,151	42,587	-	42,587
Associate membership fees	3,790	-	3,790	2,470	-	2,470
Consultancy Fees Earned	3,250	-	3,250	150	2,777	2,927
Paid listings	2,590	-	2,590	3,230	-	3,230
Consultants directory listings	530	-	530	1,490	-	1,490
Conference fees	16,002	-	16,002	15,724	8,369	24,093
Sales of Publications	100	-	100			
Donations	7,139	-	7,139	-	-	-
Other income	9,469	-	9,469	6,015	569	6,584
	66,021	-	66,021	71,666	11,715	83,381

4. Income from investments

	2019			2018		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Interest receivable	1,490	-	1,490	1,738	-	1,738
	1,490	-	1,490	1,738	-	1,738

5a. Analysis of expenditure

	Direct cost of activities £	Grant funding of activities £	Support costs £	2019 Total £	2018 Total £
MOJ Infrastructure	503,766	-	46,234	550,000	500,000
Other support, representation and promotion activities	298,026	-	35,138	333,164	208,327
West Yorkshire PCC	31,211	-	1,629	32,840	-
HWA – Health Work	39,995	16,008	3,997	60,000	80,807
Arts Alliance	117,972	-	4,341	122,313	87,571
The Good Prison (Lemos and Crane)	143	-	-	143	35,046
NOMS 10 Prisons Project	5,844	30,653	-	36,497	-
Sports Alliance	-	-	-	-	80,000
HWA – Mental Health Work	12,154	12,846	-	25,000	-
Womens Network/Breakout Breakout	20,215	-	90	20,305	14,630
Policy Engagement – BC	42,895	-	24	42,919	49,000
MEAM – Policy	24,953	-	60	25,013	26,311
Building capacity in the South West	-	-	-	-	30,419
NE Local Development	40,822	-	8,165	48,987	46,692
NW Local Development	24,311	-	1,130	25,441	38,317
HMP Ranby	-	-	-	-	29,501
Farmer Review	25,529	-	39	25,568	3,519
	1,187,836	59,507	100,847	1,348,190	1,230,140

5a. Analysis of expenditure / continued

	Direct cost of activities £	Grant funding of activities £	Support costs £	2019 Total £	2018 Total £
Grants and partnership payments made (note 6)	-	59,507	-	59,507	89,000
Salaries	867,394	-	-	867,394	797,737
Travel and subsistence for staff	63,864	-	-	63,864	57,475
Recruitment costs	13,055	-	-	13,055	1,947
Fees for freelance workers	60,142	-	-	60,142	86,465
Rent	-	-	28,561	28,561	22,586
Insurance	-	-	2,044	2,044	2,671
Stationery, printing and photocopy	-	-	16,575	16,575	9,594
Telephone and internet charges	-	-	13,573	13,573	15,423
Postage	-	-	4,323	4,323	2,573
Computer software and maintenance	-	-	15,948	15,948	17,896
Sundry expenses	-	-	-	-	-
Subscriptions	2,519	-	-	2,519	2,263
Newsletter and publications	19,613	-	-	19,613	28,682
Training for staff and volunteers	8,856	-	-	8,856	9,908
Training for beneficiaries	6,238	-	-	6,238	-
Depreciation	-	-	5,673	5,673	7,303
Conference costs	50,719	-	-	50,719	33,503
Database development	4,200	-	-	4,200	6,919
Professional fees	21,083	-	-	21,083	11,937
Rates, light and heat	-	-	-	-	2,008
Bank charges and interest	-	-	295	295	451
Meeting costs	-	-	13,082	13,082	7,493
Website development	65,260	-	-	65,260	15,821
Partners staff fees	1,504	-	-	1,504	-
Digital media - licences	3,389	-	-	3,389	418
Health & safety	-	-	773	773	67
	1,187,836	59,507	100,847	1,348,190	1,230,140

5b. Analysis of expenditure (prior year)

	Direct cost of activities £	Grant funding of activities £	Support costs £	2018 Total £	2017 Total £
MOJ Infrastructure	467,970	-	32,030	500,000	423,371
Other support, representation and promotion activities	164,403	-	43,924	208,327	392,445
NOMS Valuing Volunteering	-	-	-	-	15,314
Health Work	61,807	15,000	4,000	80,807	67,022
Arts Alliance	82,882	-	4,689	87,571	95,022
The Good Prison (Lemos and Crane)	32,732	-	2,314	35,046	106,036
Just Mentoring	-	-	-	-	1,111
Sports Alliance	12,000	68,000	-	80,000	-
MEAM - Local Development	-	-	-	-	-
London Shared Evidence	-	-	-	-	19,721
Womans Network/Womens Breakout	14,630	-	-	14,630	-
Oak PbR (Oak Foundation)	-	-	-	-	23,290
Policy Engagement - BC	49,000	-	-	49,000	-
Families	-	-	-	-	33,440
MEAM - Policy	20,278	6,000	33	26,311	30,582
Pilgrim Trust (Women Offenders)	-	-	-	-	2,690
Building capacity in the South West	29,015	-	1,404	30,419	25,573
Transition to Adulthood project	-	-	-	-	317
Wales Project	-	-	-	-	43,189
NE Local Development	44,907	-	1,785	46,692	39,884
NW Local Development	36,516	-	1,801	38,317	17,751
HMP Ranby	29,501	-	-	29,501	40,499
Farmer Review	3,519	-	-	3,519	18,255
	1,049,160	89,000	91,980	1,230,140	1,395,510

5b. Analysis of expenditure (prior year) / continued

	Direct cost of activities £	Grant funding of activities £	Support costs £	2018 Total £	2017 Total £
Grants and partnership payments made (note 6)	-	89,000	-	89,000	108,493
Salaries	797,737	-	-	797,737	822,296
Travel and subsistence for staff	57,475	-	-	57,475	76,089
Recruitment costs	1,947	-	-	1,947	6,724
Fees for freelance workers	86,465	-	-	86,465	142,798
Rent	-	-	22,586	22,586	28,818
Insurance	-	-	2,671	2,671	2,190
Stationery, printing and photocopy	-	-	9,594	9,594	11,940
Telephone and internet charges	-	-	15,423	15,423	12,878
Postage	-	-	2,573	2,573	4,584
Computer software and maintenance	-	-	17,896	17,896	18,765
Sundry expenses	-	-	-	-	120
Subscriptions	2,263	-	-	2,263	2,674
Newsletter and publications	26,714	-	1,968	28,682	43,699
Training for staff and volunteers	9,908	-	-	9,908	8,076
Training for beneficiaries	-	-	-	-	990
Depreciation	-	-	7,303	7,303	5,991
Conference costs	31,556	-	1,947	33,503	32,778
Database development	6,919	-	-	6,919	5,650
Professional fees	11,937	-	-	11,937	19,117
Rates, light and heat	-	-	2,008	2,008	2,568
Bank charges and interest	-	-	451	451	44
Meeting costs	-	-	7,493	7,493	8,696
Website development	15,821	-	-	15,821	22,131
Partners staff fees	-	-	-	-	7,000
Digital media - licences	418	-	-	418	379
Health & safety	-	-	67	67	21
	1,049,160	89,000	91,980	1,230,140	1,395,510

6a. Grant making (current year)

	Grants to institutions £	2019 £	2018 £
NACRO	16,008	16,008	-
2 nd Chance	-	-	68,000
10 Prisons Project	30,653	30,653	-
Unlock NACRO	-	-	15,000
Homeless Link	-	-	6,000
HWA Mental Health Work	12,846	12,846	-
At the end of the year	59,507	59,507	89,000

Most grants are made on a one-off basis to help Clinks coordinate a pilot project in prisons for good engagement with the voluntary sector.

10 Prisons Project grant is awarded by the MoJ to deliver specific outputs from Lincolnshire Action Trust, PACT & Jigsaw.

Health Wellbeing Alliance offered grants to small specialist charities to provide expertise and specialism to aspects of this project.

7. Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2019 £	2018 £
Depreciation	5,673	7,303
Operating lease rentals:		
Property	20,338	12,461
Auditor's remuneration (excluding VAT):		
Audit	7,400	7,300

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

Staff costs were as follows:

	2019 £	2018 £
Salaries and wages	742,958	667,435
Social security costs	73,836	67,602
Pension contributions and other employee benefits	50,601	57,700
	867,395	792,737

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

	2019 No.	2018 No.
£70,000 - £79,999	1	2
£80,000 - £89,999	-	1

The total employee benefits including pension contributions of the key management personnel were £271,347 (2018: £230,603). This comprises of the CEO plus the Senior Management Team (SMT). The SMT comprises of three staff.

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £2,447 (2018: £3,534) incurred by 9 (2018: 8) 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:

	2019 No.	2018 No.
Projects	11.0	13.0
Support	10.0	9.0
Governance	1.0	2.0
	22.0	24.0

10. Related party transactions

There are no related party transactions to disclose for 2019 (2018: 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 £
Cost or valuation		
At the start of the year	60,705	60,705
Additions in year	9,475	9,475
At the end of the year	70,180	70,180
Depreciation		
At the start of the year	52,089	52,089
Charge for the year	5,673	5,673
At the end of the year	57,762	57,762
Net book value		
At the end of the year	12,419	12,419
At the start of the year	8,616	8,616

All of the above assets are used for charitable purposes.

13. Debtors

	2019 £	2018 £
Trade debtors	179,795	17,817
Other debtors	10,574	4,884
Prepayments	19,193	4,706
Accrued income		-
	209,562	27,407

14. Creditors

	2019 £	2018 £
Trade creditors	43,229	14,760
Taxation and social security	21,713	25,786
Other creditors	13,598	49,736
Accruals	17,040	39,921
Deferred income	100,458	125,036
	196,038	255,239

15. Deferred income

Deferred income comprises of membership paid in advance and grant income received during the year but is for use in the 19/20 year.

	2019 £	2018 £
Balance at the beginning of the year	125,036	110,536
Amount released to income in the year	(114,500)	(110,536)
Amount deferred in the year	89,922	125,036
Balance at the end of the year	100,458	125,036

16a. Analysis of net assets between funds (current year)

	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	12,419	-	12,419
Net current assets	593,039	53,063	646,102
Net assets at the end of the year	605,458	53,063	658,521

16b. Analysis of net assets between funds (prior year)

	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	8,223	393	8,616
Net current assets	629,846	64,470	694,316
Net assets at the end of the year	638,069	64,863	702,932

17a. Movements in funds (current year)

	At 1 April 2018 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2019 £
Restricted funds:					
Arts Alliance	20,313	115,000	(122,313)	-	13,000
Farmer Review	-	33,589	(25,568)	-	8,021
Womens Network Womens Breakout)	27,149	500	(20,305)	-	7,344
Health Work	10,766	85,025	(85,001)	-	10,790
MEAM - Policy	4,062	20,150	(25,013)	801	-
10 Prisons	-	32,492	(36,497)	4,005	-
Infrastructure Fund	-	550,000	(550,000)	-	-
The Good Prison (Lemos and Crane)	2,573	-	(143)	-	2,430
Policy Engagement	-	49,000	(42,919)	-	6,081
Yorkshire Local Development	-	38,237	(32,840)	-	5,397
Total restricted funds	64,863	923,993	(940,599)	4,806	53,063
Unrestricted funds:					
Paul Hamlyn	-	50,000	(50,000)	-	-
Bromley Trust	-	20,000	(20,000)	-	-
Garfield Weston	-	30,000	(30,000)	-	-
Esmée Fairbairn Foundation	-	65,000	(65,000)	-	-
AB Charitable Trust	-	15,000	(15,000)	-	-
Goldsmith	-	30,000	(30,000)	-	-
Woolbeding Trust (formally Monument Trust and Z Sainsbury Family Trusts)	-	50,000	(50,000)	-	-
General funds	561,389	119,787	(111,772)	(104,806)	464,598
Total unrestricted funds	561,389	379,787	(371,772)	(104,806)	464,598
Designated Funds:					
Web development and policy impact and Womens Network	76,680	-	(35,820)	100,000	140,860
Total unrestricted funds	638,069	379,787	(407,592)	(4,806)	605,458
Total funds	702,932	1,303,780	(1,348,191)	-	658,521

17b. Movements in funds (prior year)

	At 1 April 2017 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2018 £
Restricted funds:					
Arts Alliance	49,429	58,456	(87,572)	-	20,313
Farmer Review	3,519	-	(3,519)	-	-
Building capacity in the South West	9,291	21,128	(30,419)	-	-
Womens Breakout	-	41,779	(14,630)	-	27,149
N.W Local Development	17,064	21,253	(38,317)	-	-
Health Work	9,578	81,995	(80,807)	-	10,766
MEAM - Policy	-	30,373	(26,311)	-	4,062
HMP Ranby	6,168	23,333	(29,501)	-	-
NE Local Development	1,634	45,058	(46,692)	-	-
Infrastructure Fund	-	500,000	(500,000)	-	-
The Good Prison (Lemos and Crane)	37,619	-	(35,046)	-	2,573
Policy Engagement	-	49,000	(49,000)	-	-
Sports Alliance	-	80,000	(80,000)	-	-
Total restricted funds	134,302	952,375	(1,021,814)	-	64,863
Unrestricted funds:					
Paul Hamlyn	-	66,667	(66,667)	-	-
Esmée Fairbairn Foundation	-	65,000	(65,000)	-	-
Monument Trust (Z Sainsbury Family Trusts)	-	100,000	(100,000)	-	-
General funds	515,673	99,055	23,341	(76,680)	561,389
Total unrestricted funds	515,673	330,722	(208,326)	(76,680)	561,389
Designated Funds:					
Web development and policy impact	-	-	-	76,680	76,680
Total unrestricted funds	515,673	330,722	(208,326)	-	638,069
Total funds	649,975	1,283,097	(1,230,140)	-	702,932

Purposes of restricted funds

National Criminal Justice Arts Alliance

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

Farmer Review

The review was to investigate how supporting men in prison in England and Wales to engage with their families, can reduce reoffending and assist in addressing the intergenerational transmission of crime.

10 Prisons Project

The project was to support prisons to ensure that the role of 'families' was integrated into decision making and development processes, in order to stabilise the population and support implementation of the 10 Prison Project.

Yorkshire local development

To provide Clinks Development Officer support to the criminal justice voluntary sector in West Yorkshire, understanding the structures and building relationships with key partners and a greater awareness between sectors to support co-ordinated approaches.

Women's Breakout

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.

Health work

Clinks, in partnership with Nacro, is a member of the Voluntary, Community and Social Enterprise (VCSE) Health and Wellbeing Alliance - a partnership between the voluntary sector and the health and care system. Our work in the Alliance seeks to address health inequalities and issues such as substance misuse or mental health problems which can lead to, and be exacerbated by, contact with the criminal justice system. Addressing the health needs of people in contact with the criminal justice system can support their desistance and have a positive impact on the health of the communities they are a part of.

MEAM - Local Development/MEAM – Policy

Making Every Adult Matter (MEAM) is a coalition of national charities Clinks, Homeless Link, Mind and associate member Collective Voice. Working together, MEAM supports local areas across the country to develop effective, coordinated services that directly improve the lives of people facing multiple disadvantage. MEAM uses its shared knowledge and practical experience from this local work to influence policy at the national and local level. The work of MEAM is supported by the National Lottery Community Fund and the Lankelly Chase Foundation.

- Local Development – The MEAM Approach is a non-prescriptive framework being used by partnerships of statutory and voluntary agencies in 27 local areas across England to improve services for people facing multiple disadvantage. MEAM also provides support to the 12 National Lottery Community Fund Fulfilling Lives areas. Clinks staff provide support to two Fulfilling Lives areas and five MEAM Approach areas.
- Policy – Clinks supports MEAM policy work as part of an embedded policy team across the MEAM coalition partners. This includes direct support for local areas to help them influence policy, as well as proactive and reactive engagement with national decision makers on a range of issues related to multiple disadvantage.

NE Local development

The work in the North East supports the voluntary sector to reduce crime, promote community safety, and reduce re-offending. The project focusses on the changing criminal justice system landscape, as this affects the voluntary sector in the North East.

Policy engagement

To support Clinks' senior level policy and political engagement work.

Infrastructure fund- Ministry of Justice

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

The Good Prison – Lemos and Crane

The project aimed to build and provide support to the voluntary sector and prisons, to enable a strong voluntary sector engagement that will support the rehabilitation and resettlement of offenders, wherever they are serving their sentences. It was conducted alongside Lemos and Crane's Good Prisons project.

Purpose of designated funds**Web development, policy impact and Women's Network**

Continued development in Clinks website. Commissioning of a policy impact assessment to assess the effectiveness of Clinks policy work with the voluntary sector and the criminal justice system. Investment to further develop a women's network, this is a two year investment with a commitment of £50,000 per year.

18. Analysis of cash and cash equivalents

	At 1 April 2018 £	Cash flows £	At 31 March 2019 £
Cash at bank and in hand	218,008	9,646	227,654
Notice deposits (less than three months)	704,140	(299,216)	404,924
Total cash and cash equivalents	922,148	(289,570)	632,578

19. 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.

	2019	2018
	Property £	Property £
Less than one year	11,507	11,507
One to five years	17,261	27,809
Over five years	-	-
	28,768	39,316

20. Operating lease commitments

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.

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 500 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.

Membership starts at just £20 per year and is free for organisations with little income.

www.clinks.org/membership

Tavis House
1-6 Tavistock Square
London WC1H 9NA

☎ 020 7383 0966

✉ info@clinks.org

🐦 @Clinks_Tweets

💻 www.clinks.org