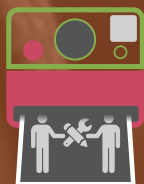


The state of the sector 2019

Key trends for voluntary sector organisations working in the criminal justice system



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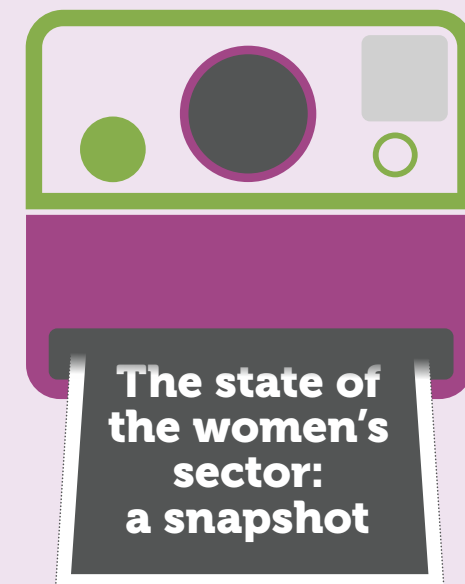
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Cover photo: Clinks annual conference 2019



For this year's State of the sector research we wanted to build a more detailed picture of how organisations providing tailored services to women in contact with the criminal justice system are faring.

Turn to **page 42** for see our key findings about organisations that provide tailored support to women.



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Foreword

Anne Fox
Chief Executive Officer



This is the seventh year that Clinks has conducted our State of the sector research looking at how voluntary organisations working with people in contact with the criminal justice system are faring. Organisations in this sector continue to be very diverse but they all share a dedication and commitment to supporting their beneficiaries.

This research always gives us the opportunity to reflect on the successes organisations have had. Organisations continue to show their resilience and determination, in the face of challenging and changing environments, to support as many people as possible. Indeed many say they are trying to expand their services. Organisations are adapting to meet their service users' changing needs and it is great to see that so many organisations are increasing their partnership work to do this. At Clinks we champion the value of partnership work, particularly between organisations with different specialisms, as a way of sharing resources, knowledge and good practice.

Though there is much to be proud of, the findings also give us a number of causes for concern. Some of these are not new to us but reinforce what we have found in previous years, making it all the more troubling that these issues continue to grow. For the third year in a row we report that service user numbers are continuing to rise and that their needs are growing more urgent and more complex. It is especially concerning to see that organisations

providing tailored support for people with protected characteristics – who are often marginalised, face multiple disadvantage and have distinct needs – are being hit hardest by this. This puts increasing pressure on services, staff and volunteers. Many find themselves supporting more people and bigger caseloads – an unsustainable situation that is damaging to staff morale, wellbeing and their ability to continue to support people as effectively as they need to.

The question is, why is this happening? Welfare reforms and cuts to statutory services continue to push people into poverty and a severe housing crisis is leaving people without access to safe, secure and appropriate accommodation. This is sadly all too familiar to us. Last year's State of the sector findings painted much the same picture and people's basic needs are still not being met. The strategies and policies that have been developed to address these issues are simply not keeping pace with their breadth and severity. Nor has adequate resource been allocated to support their implementation. The growing size and complexity of these issues cannot be addressed meaningfully by small-scale change alone. We need bolder action and greater investment if we are to see real and significant improvement.

We also heard more strongly this year from organisations about the crisis situation in prisons, the impact this is having on service users and the strain it is putting on their services. Rising violence and self-harm is impacting the effective delivery of services and the ability of organisations to provide the support that people need. More people in prison are presenting to organisations with unmet mental health needs that they are not equipped to support. A lack of resettlement support is leaving more people in crisis on release. This

year organisations spoke specifically about the impact current sentencing is having on the needs of people they aim to support. Both short sentences and sentences that are too long are exacerbating service user need and are a barrier to providing the right support. This resonates now more than ever given the very swift change we have seen recently in the debate and direction of sentencing policy, as criminal justice takes priority in political spheres.

This year organisations got more funding from local government than central government. A reversal of what we've found in previous years. But altogether this still represents a decrease in overall government funding – a worrying trend given that government funding is the largest source of income for organisations working in criminal justice. Statutory services clearly rely on the services provided by voluntary organisations. Indeed prisons – which are struggling to cope and lack the resources to meet much of people's needs in prison and preparing for release – made up the largest referral source for organisations. However, most organisations fund the work for those referrals entirely or almost entirely from other sources, not the referring organisation. Added to that, organisations delivering under a contract continue to have to heavily subsidise them because they cannot achieve full cost recovery. The reliance on voluntary services, but lack of funding from statutory services, reiterates just how important charitable trusts and foundations are for organisations to continue their vital work.

We've also seen a huge shift in the funding profile that comes from individuals. Just eight years ago, more than half of the funding that came from individuals came in the form of donations. But now the majority of that funding comes from fees for services such as including a social enterprise element to their work. This is an example of how organisations are adapting their services to diversify their funding sources in response to a reduction in grant funding. Whilst this shows that organisations are being responsive to

change, the reduction in grant funding is concerning, particularly for small criminal justice specialist organisations that rely on this type of funding. It is concerning if organisations are being pushed into more commercial models or services that, if not right for their organisations, could risk diluting their core mission. It could also force organisations into more competitive approaches and behaviours with other voluntary sector organisations to secure funding, undermining important collaboration and partnership working.

This year we had the highest ever response rate to our survey and I want to thank the 245 organisations that shared their story. Your valuable contributions make this work possible. I would also like to take this opportunity to thank NCVO (National Council for Voluntary Organisations) for their work analysing the survey responses and the financial data of 1,475 charities. This has provided us with the most up-to-date, detailed information we have about organisations in criminal justice. It helps to inform our work and make sure we are meeting the needs of our members and advocating effectively on your behalf.

Through such political turbulence, swiftly changing policy environments, and with the future transformations in the design and delivery of criminal justice services on the horizon, this is even more important. Equipped with this information, throughout all of this change and upheaval, we will be better able to determine the impact of potential policy, commissioning and design changes on organisations. We will work to ensure the concerns and experience of our sector are represented in those processes and to support members through these transitions so that they can continue to be resilient and deliver their vital services.



Executive summary and key findings

Photo: Clinks member, 1625 Independent People

Clinks has been collecting information about how voluntary organisations working in the criminal justice system are faring for the last seven years. The research has enabled us to build an in-depth picture of the successes of the voluntary sector, the challenges organisations have been facing, and how Clinks can respond to the needs of organisations to ensure we are providing the best possible support to our members.

This report is based on our 2019 research exploring the people organisations support, the services being delivered, the people delivering the services and how organisations are funded. This year we worked with NCVO who have helped us to continue to refine our methodology so that we are able to build an even better and more detailed understanding of organisations, their challenges and their successes.

This year we used two data sources – a survey and an analysis of the financial information that voluntary organisations have submitted to the Charity Commission.¹

The term 'organisations' is used throughout the report to refer to voluntary organisations working with people, and their families, in contact with the criminal justice system.

Key findings

Voluntary organisations working with people in contact with the criminal justice system continue to be diverse and provide a wide variety of services to meet the needs of a range of people. These include emotional support; advocacy; arts-based provision; housing advice and accommodation; education, training and learning support; peer support; and family support.

The organisations we heard from have a fairly even geographical spread across England and Wales and half of them said they deliver their services at a local level. Over half (60%) said they work both in prisons and in the community supporting people to transition through the prison gate. 52% said they work in the community with people serving a community penalty and the largest proportion (68%) said they work in prison with people who are sentenced.

The people that organisations support

Organisations continue to tell us that they are supporting increasing numbers of people, with 57% of organisations telling us that the number of people accessing their services has increased slightly or a lot. **Organisations set up specifically to provide tailored support to, or have a tailored service for, people with protected characteristics² are more likely to say service user numbers have risen**. Organisations that indicated they were a specialist service for people with protected characteristics were far more likely (39%) to say that their number of service users had increased a lot over the last financial year compared to services that deliver to a broad range of people (14%).

For the third year in a row, we found that service user need is becoming more complex (72%) and more urgent (71%). Organisations told us about a range of factors that are behind this increase in need. In particular,

organisations spoke about the poor conditions, overcrowding and lack of resources in prisons creating an unsafe environment for people and leading to higher levels of violence and self-harm. Combined with a lack of resettlement support, this is making it increasingly difficult for people leaving prison to access support and for organisations to meet their needs.

Organisations continue to tell us that welfare reforms are pushing people into poverty and that cuts to statutory services and a severe lack of housing are still a significant problem for people, as their basic needs fail to be met. This has left voluntary organisations trying to plug the gap in statutory provision. It is concerning that **over a third (35%) continue to report that staff are having to take on larger caseloads to meet growing service user need**. This puts greater pressure on staff and volunteers and is unsustainable.

Organisations are increasing partnership work with other voluntary organisations to meet the growing complexity and urgency of service user need. 63% said they are increasing partnership work with other voluntary organisations. Working in partnership enables organisations to share resources, knowledge and good practice so they can work more effectively to meet the diverse and complex needs of their service users. Responses show that organisations continue to be creative and flexible so that they can meet service user need. 54% said they are working more flexibly with clients and 47% told us they are developing new services.

Organisations continue to prioritise the involvement of service users in the design and delivery of services. The majority (67%) of organisations told us they consult service users about the design and delivery of their services and 37% said they have a service user forum, panel or council to facilitate engagement. There are still improvements to be made with involving service users in strategic decision making, with **only 12% indicating they have recruited service users to their board of trustees**.

The services being delivered

The majority of organisations said they are expanding their services and doing so in a variety of ways. Just over half (56%) of organisations surveyed said they are expanding their services. This includes expanding the geographical area that they deliver across, taking on more staff or volunteers to deliver more of their service, expanding the criteria of who they deliver to and expanding the types of services they offer. Those who agreed or strongly agreed that service users' needs are becoming more complex and more urgent are also more likely to be reducing their services, at risk of closure or changing the way they deliver. Whilst responses indicate it is a struggle to maintain services, only 1% said they are reducing their services, which shows the commitment of organisations to continue to support their service users.

The majority of referrals to voluntary organisations' services come from prisons, making up the largest source of referrals (74%). The percentage of organisations that said they receive referrals from probation services and local health services also increased slightly from the previous year. However, despite the reliance of statutory services on organisations' services, we also found that **most of these referrals are funded entirely from other sources, not the organisation making the referral**. The proportion of voluntary organisations having to cover funding for referrals from statutory services from other sources has grown.

The people delivering services

The workforce of voluntary organisations working in criminal justice is rising. The workforce of specialist criminal justice organisations has increased by 37% between 2008/09 and 2016/17, compared to 32% for non-specialist organisations. In the financial year 2016/17 specialist criminal justice organisations employed a total of 13,081 people, whilst non-specialist organisations employed 132,271 people.

Voluntary organisations working in criminal justice rely on volunteers.

Our survey findings suggest that the majority of organisations have volunteers, and that for many their numbers outstrip staff. Specialist criminal justice organisations had 15,162 volunteers in the financial year 2016/17, a decrease of 12% from the previous year. For non-specialist organisations the number of volunteers rose by 6% to 526,152 volunteers.

Volunteers undertake a variety of important roles for organisations, including working directly with services users such as giving advice, information, and counselling (52%), or providing peer support (45%), as well as office support such as secretarial, admin or clerical work (51%).

Larger organisations are more likely to be recruiting more volunteers.

61% of organisations with 100 or more volunteers are recruiting volunteers, compared to 23% of those with between 1 to 9 volunteers, which suggests they may be experiencing a higher turnover of volunteers. Recruiting and retaining volunteers can be resource intensive and challenging for organisations who need to ensure they are providing the right support and training for volunteers.

How services are funded

Our financial analysis splits organisations into two groups:

- Specialist criminal justice organisations – whose main purpose is to work in criminal justice
- Non-specialist criminal justice organisations – whose service users might include people who have a conviction, but working in criminal justice is not their main purpose.

Analysing the financial data, alongside the survey results, there are a number of consistencies with previous State of the sector findings, building a detailed picture of funding for voluntary organisations in criminal justice between the financial years 2014/15 and 2016/17.*

Specialist criminal justice organisations remain smaller than non-specialist criminal justice organisations.

Consistent with previous years, we find that 29% of specialist criminal justice organisations have an income of less than £100k compared to 14% of non-specialist organisations. 33% of non-specialist organisations generate more than £1m, compared to only 27% of specialist organisations.

Government is the largest source of income for organisations.

In 2016/17, government income made up 66% of the total income of specialist criminal justice organisations and 51% of non-specialist organisations. However, government funding is decreasing. This year specialist criminal justice organisations also experienced an increase in funding coming from individuals. The majority of this was from fees for services which is income earned through charities providing charitable services. This increase may indicate that to adapt to less government funding, organisations are changing the way they work to generate funds from alternative sources.

Small specialist criminal justice organisations are more reliant on government grants than contracts. Specialist criminal justice organisations with an income of £100-£500k receive 50% of their government funding in grants compared to just 5% of those with an income between £10m-£100m. Further to this, we continue to find that the **smaller the organisation, the more reliant they are on grant funding from charitable trusts and foundations.**

* Due to the nature of the Almanac data, the most up to date financial information we have is retrospective. Further, we have financial information that dates back further than 2014/15 and relates to the financial year 2008/09.

For the third consecutive year we have found that organisations are subsidising contracts because they cannot achieve full cost recovery. Of the organisations delivering under contract or sub-contract, only 28% said they always achieve full cost recovery on the contracts they are delivering. 50% said they sometimes receive it and 16% never receive full cost recovery. The majority of organisations told us they subsidise contracts with their own reserves (61%) or by using funding from other sources (63%).

As well as these continuing trends, a number of new findings emerged:

Specialist criminal justice organisations receive more funding from local than central government. In 2008/9, 64% of statutory funding came from central government compared to 36% from local government. The situation reversed in 2016/17, with 54% of funding for specialist criminal justice organisations coming from local government, compared to 45% from central government.

Organisations are increasing their earned income to adapt to reductions in grant funding. For specialist criminal justice organisations, voluntary income – which includes grants – is a very important source of funding. However, between 2008/09 and 2016/17 it declined by 17%. Over the same period specialist criminal justice organisations experienced a 22% increase in earned income, which includes both contracts and fees for service. This could also involve organisations expanding their work to include a social enterprise element. In comparison, over the same time period non-specialist organisations experienced a 53% rise in voluntary income but a 13% reduction in earned income.

Criminal justice organisations spend more money on charitable activities and less on generating funds than the wider UK voluntary sector. In 2016/17, specialist criminal justice organisations spent 96% of their total expenditure on charitable activities compared to 85% of the UK voluntary sector as a whole. Small specialist criminal justice organisations spent less of their total spending on generating income (3%) than non-specialist criminal justice organisations (11%) and the UK voluntary sector as a whole (14%).

Criminal justice organisations have less reserves on average than the UK voluntary sector as a whole. On average, specialist criminal justice organisations have just 1.4 months of reserves and non-specialist criminal justice organisations have 3 months. This is significantly lower than the 6.3 months of reserves held on average by the UK voluntary sector as a whole, which indicates that specialist criminal justice organisations are more vulnerable to external shocks.

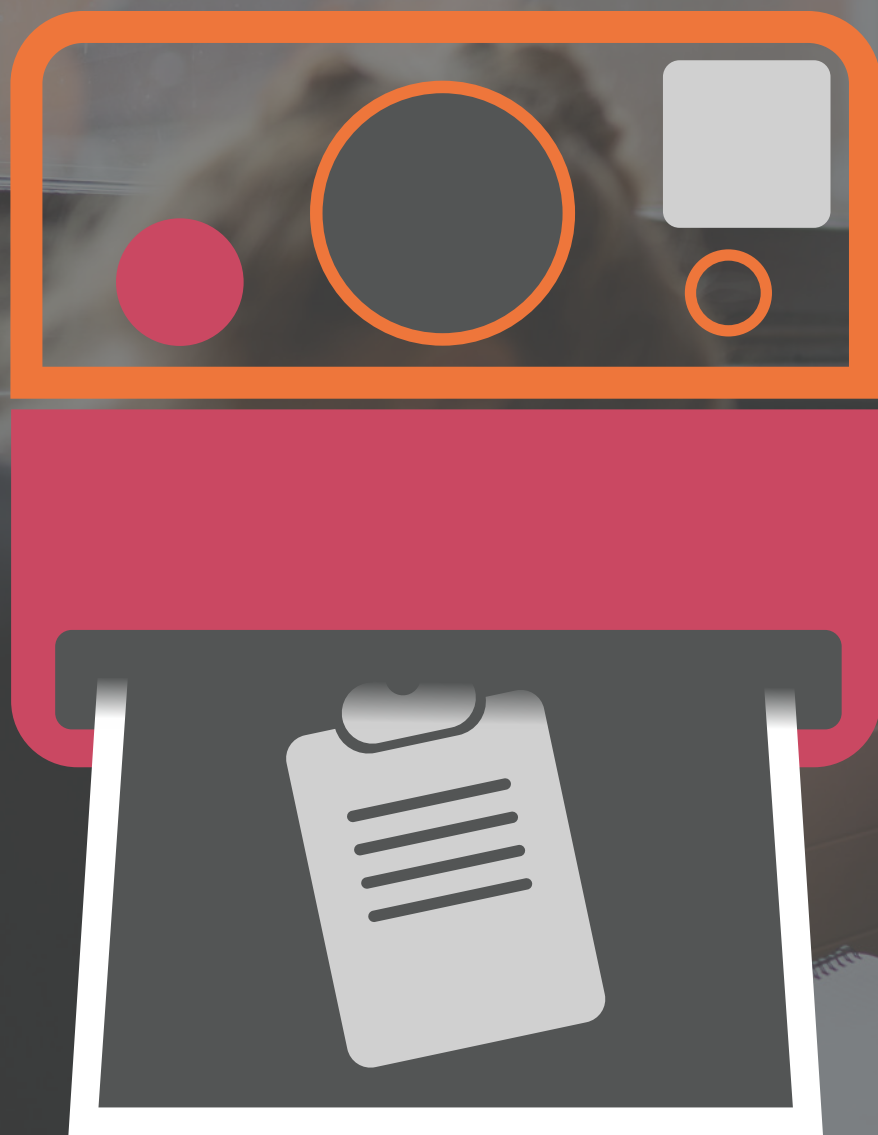


Photo: Clinks member, Rees Foundation

How we collected our results

For the third consecutive year we have worked with the National Council for Voluntary Organisations (NCVO) who were responsible for collecting and analysing the data for this year's State of the sector research.

Together we have developed a methodology which helps us to better understand how the voluntary sector in criminal justice is faring, and the challenges and successes that organisations are experiencing. This report is authored by Clinks and based on our analysis of the data, and our existing knowledge of the sector obtained through our ongoing dialogue with our members.

Our aim was to make the survey easier to navigate and increase the response rate as well as to analyse a broad range of financial data. The data paints an up-to-date, detailed picture of who voluntary organisations working in criminal justice support, the services they are delivering, and where they get their funding from.

We used two data sources:

Survey

We launched a survey on 22 May 2019 which was open until 5 July 2019. We received a total of 245 usable responses. This is the highest number of responses we have ever received to our State of the sector surveys. The survey included open questions where organisations could explain the responses they gave. This enabled us to gather more detailed insights and indications of trends behind the data.

This year we were able to compare the responses from organisations that provide specialist support or a tailored service to women (n=92) to those that don't; and organisations that provide specialist support or a tailored service to people from black, Asian and minority ethnic (BAME) communities (n=53) to those that don't.

We also analysed the responses from organisations that deliver services in Wales; and organisations set up specifically to provide specialist support or have a tailored service both for women and people from BAME communities. We found that 59 (24%) of organisations deliver services in Wales. The data does not represent organisations working only in Wales but will include those who deliver services across both England and Wales.

Financial data

The financial data analysis is based on financial accounts submitted by organisations to the Charity Commission. This also includes an analysis of organisations' staff and volunteer numbers.

In total, the financial data of 1,475 charities was analysed. These organisations were taken from Clinks' contact database. This is a similar number to last year's financial data analysis.

Using Clinks' knowledge of the sector and the stated charitable aims and objectives of the analysed organisations, we split them into two groups:

- Specialist criminal justice organisations (n= 316) – whose main purpose is to work in criminal justice
- Non-specialist criminal justice organisations (n=1,159) – whose service users might include people who have a conviction, but working in criminal justice is not their main purpose.



Photo: Clinks annual conference 2019

In addition to these two categories, this year we also looked at organisations that provide women-specific services (n=96) and organisations whose head office is in Wales (n=42). Due to the smaller sample size, we could only analyse the annual income of these organisations.

Representativeness

As with all research, there are some limitations. The population used for the financial analysis is based on charitable organisations in Clinks' database, and therefore not representative of the voluntary sector working in criminal justice as a whole. Further, our analysis suggests that the survey results are skewed slightly towards larger organisations.

Where possible we have included additional analysis and comparison of data relating to organisations that provide specialist support or a tailored service to women to those that don't, and organisations that provide specialist support or a tailored service to people from BAME communities to those that don't. As the response rates are relatively low for these organisations, we have not been able to represent their experiences related to every question in the survey.

As the sample for the financial analysis isn't identical, and different organisations have responded to the survey, compared to previous years, we cannot fully compare the data to previous years. However, we are able to show indicative trends for the data between different years.

The limitations of the data are explained in more detail in [Appendix 1](#).

Rounding

Please note that the percentages included in some of the graphs below add up to over 100%. This is due to rounding and/or where respondents could select more than one option.

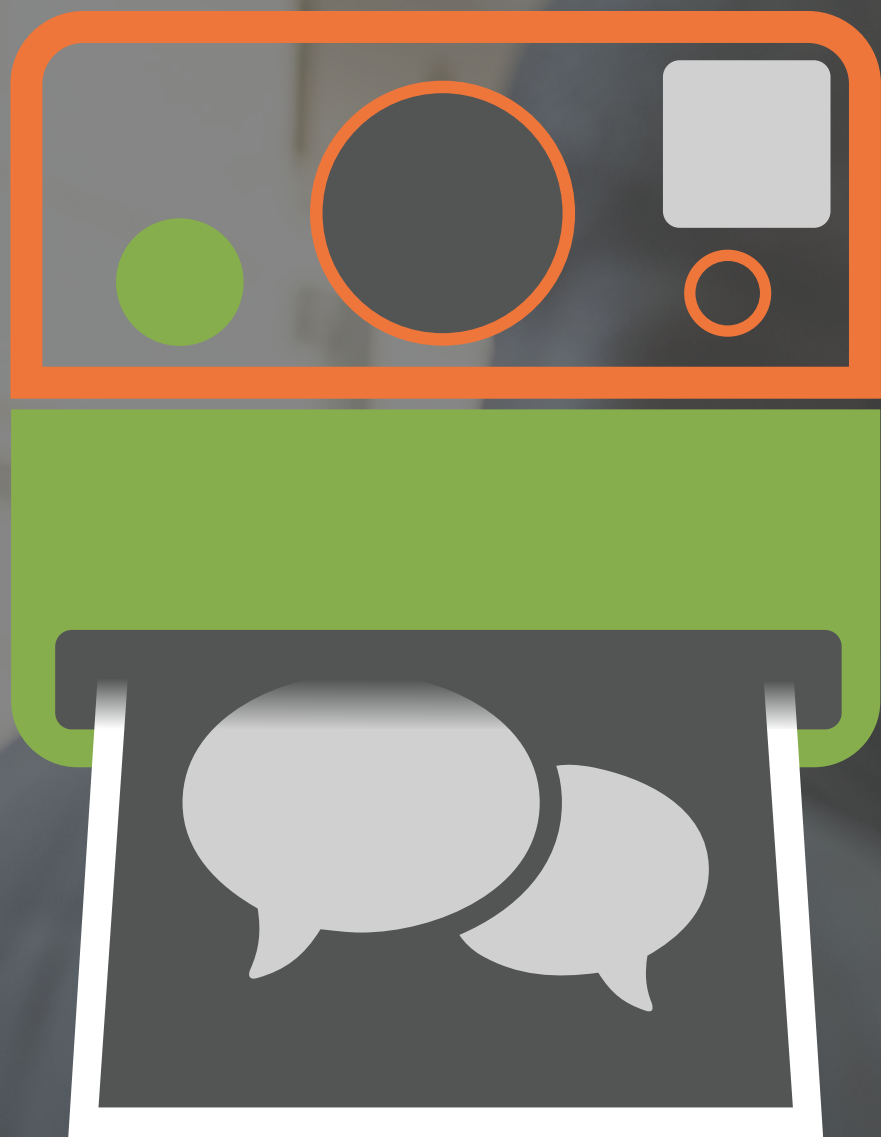


Photo: Clinks annual conference 2019

Who we heard from

This chapter will look at the characteristics of the voluntary organisations we heard from through our survey. We will explore who the organisations support, the services they provide – including the specialist and tailored services organisations deliver to meet the specific needs of particular groups of people – and where they deliver them.

We found voluntary organisations working in criminal justice deliver a wide variety of services to a range of people. They deliver across a broad geographical spread, with many delivering in their local communities as well as as many working at regional and national levels. Organisations work at all stages of the criminal justice system (CJS), with the majority working with people at post-conviction stages.

Who voluntary organisations support

43% of those that responded to our survey said the primary purpose of their organisation is to work in criminal justice and more than half (55%) indicated they work in a wider field but have service users who are in contact with the CJS.

We found organisations continue to support a diverse range of people:

- **71%** support **women**
- **68%** support **men**
- **63%** support people from **BAME** communities
- **70%** support young adults, **aged 18-25**.

Reflecting the multiple disadvantage and exclusion that people in contact with the CJS often face, we also found that:

- **69%** of organisations support people with **mental health** needs
- **66%** of organisations support people with **substance misuse** problems
- **53%** of organisations support people who are **homeless**
- **47%** of organisations support people with a **specific financial need** (including poverty).

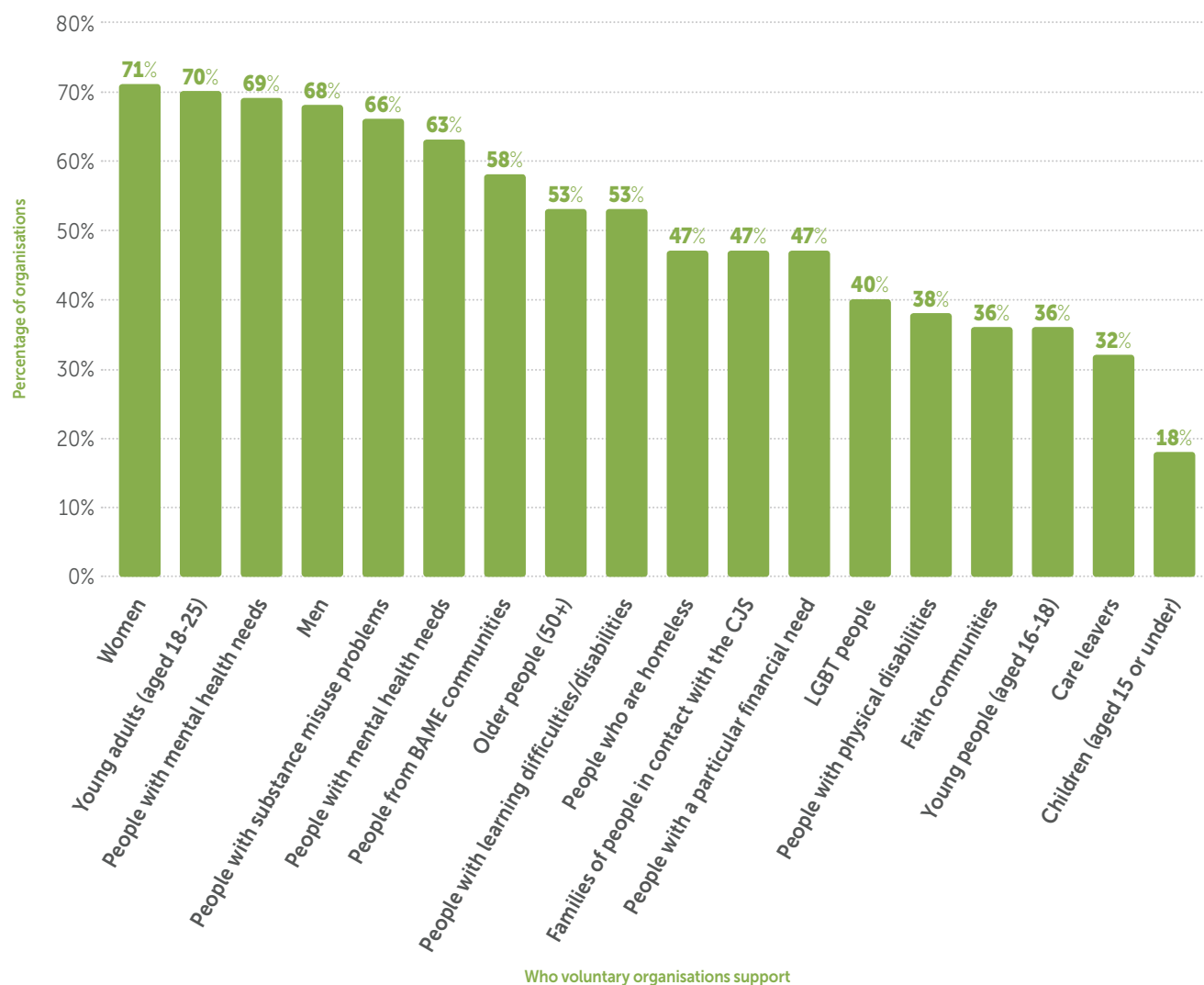
See  Figure 1, page 17.

What services voluntary organisations provide

We continue to find that voluntary organisations provide a vast range of services to enable them to meet the diverse needs of their service users:

- **60%** provide support with **attitudes, thinking and behaviour**
- **57%** provide **emotional support**
- **53%** provide **education, training and learning support**
- **41%** provide **peer support**
- **41%** provide **advocacy**
- **20%** provide **arts-based** provision.

See  Figure 2, page 18.

Figure 1 / **Who voluntary organisations support**

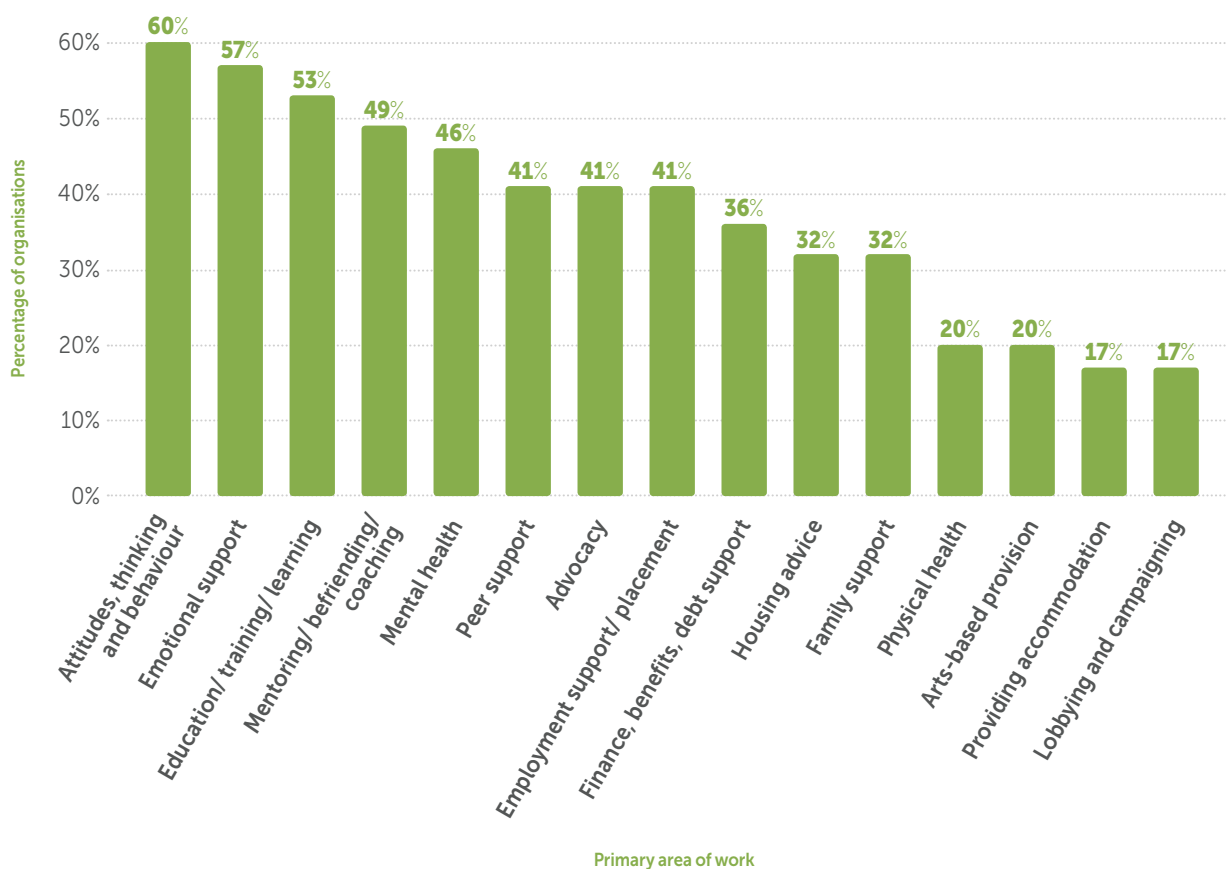
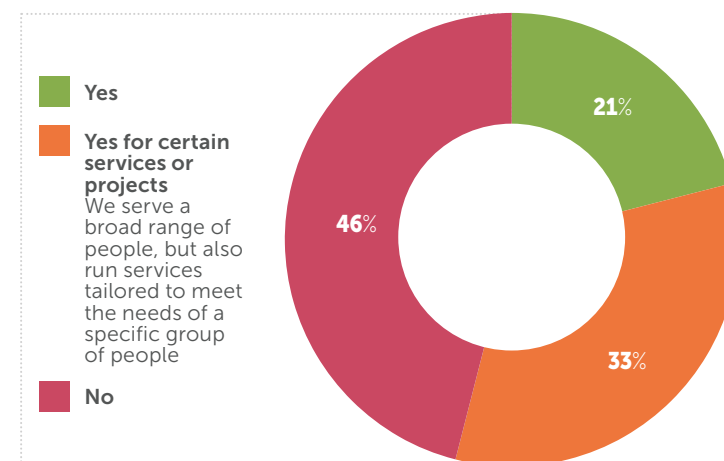
We wanted to get a more detailed picture of the tailored services that voluntary organisations provide to meet the specific needs of people with protected characteristics.³ We asked if:

- Organisations were set up specifically to provide tailored support to a particular group of people (for example women)
- They had a broader remit but also had a tailored service or project for a particular group in addition to their core work
- They only worked with a broad range of people.

We found that the majority of organisations said they were either set up to specifically provide tailored support to a particular group (21%) or had a tailored project or service in addition to their core work (33%). This indicates that more than half (54%) of organisations tailor the support they offer to meet the distinct needs of particular groups who are in contact with the CJS.

For organisations set up to specifically provide tailored support to a particular group of people, the main beneficiaries were women (79%), BAME people (62%) and older people, aged 50 plus (58%).

See  Figure 3, page 18.

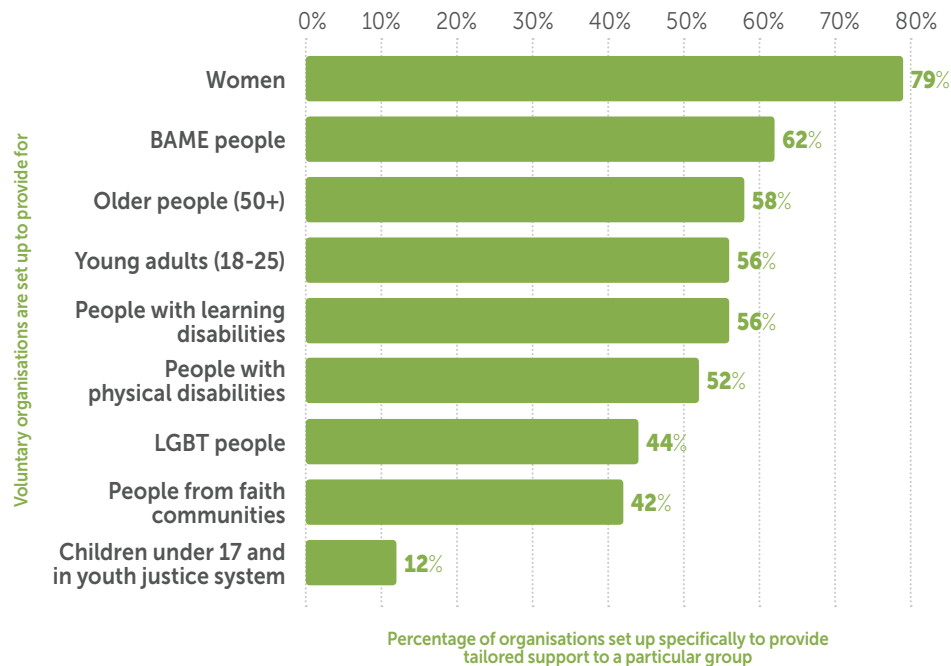
Figure 2 / **Organisations' primary areas of work**Figure 3 / **Delivery of tailored services**

For organisations that have a tailored service or project, respondents said they were tailored to meet the specific needs of:

- Women (64%)
- Young adults 18-25 (43%)
- BAME people (26%).

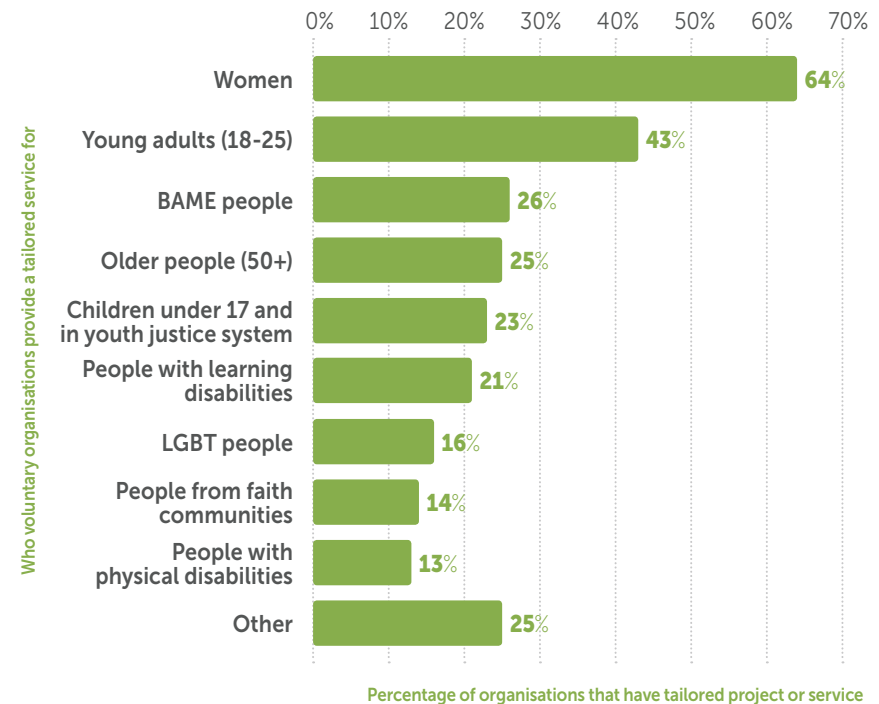
Only a small number (7%) of organisations said they were set up specifically to support families of those in the CJS, but a further 30% said that although they had a broader remit they also run services or projects tailored to meet the needs of families.

Figure 4 / **Organisations set up specifically to provide tailored support to a particular group**



The responses to these questions highlight the complex picture of delivering tailored services and meeting the specific needs of such diverse service users. Many of the organisations that indicated they provide tailored support ticked more than one group of people. This may reflect the intersectionality of identities and needs that many service users have and could show how voluntary organisations are adapting to deliver services that meet those intersectional needs.

Figure 5 / **Organisations with a broader remit that also had a tailored service or project for a particular group**



It indicates that many organisations do not define or see themselves as delivering to one specific group, as people rarely – if ever – fall into just one category. A number of organisations in the sector deliver services holistically to meet the needs of the whole person. This echoes last year's findings where we took a thematic focus on services for people with protected characteristics. We found that organisations providing tailored services are able to recognise and respond to the intersectionality of their

service users' needs. However, last year we also found there was inconsistent understanding from organisations about the needs of people protected under the Equality Act (2010) and the protected characteristics the act defines.

Organisations that said they provide tailored support for women and/or BAME people were more likely to provide certain types of services which reflect the needs of their service users. This indicates that these organisations provide services that are responsive to service user experience and enables them to meet the specific needs of particular groups.

Organisations that are set up to provide support to, or have a tailored service for, women were more likely to have service users with mental health needs and were more likely to provide emotional support and mental health support to service users, compared to organisations that do not provide tailored support for women. This is perhaps unsurprising as many women in contact with the CJS have experienced high levels of abuse and trauma in their lives and often do not have access to appropriate, gender-specific and trauma-informed support.⁴

Organisations that provide services to BAME communities are more likely to run services for young adults than organisations that do not provide tailored services. This may indicate that these organisations are responding to the disproportionate representation of young BAME people in the CJS.⁵

Where organisations work

As well as diversity in the services they provide, the organisations we heard from deliver across a broad geographical area. They had a fairly even geographical spread across England and Wales:

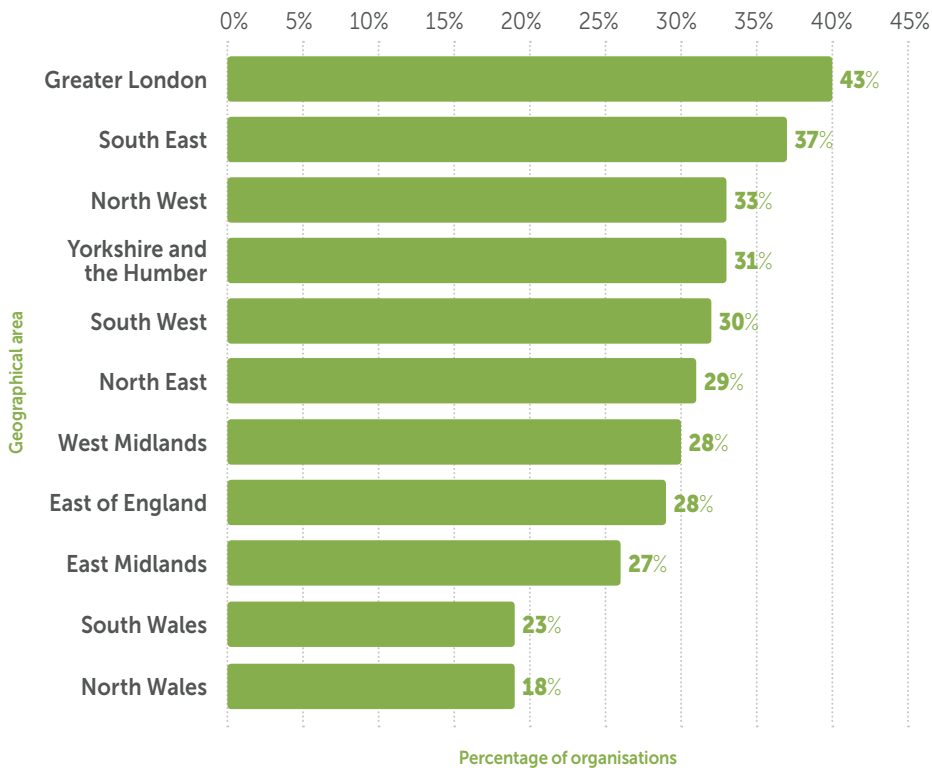
- **43%** deliver in **Greater London**
- **33%** deliver in the **North West**
- **29%** deliver in the **North East**
- **32%** deliver in **Yorkshire and Humber**
- **30%** deliver in the **South West**
- **23%** deliver in **South Wales**
- **18%** deliver in **North Wales**.⁶

Similar to previous years, half of organisations (50%) said they deliver services in their local communities. A smaller proportion said they deliver regionally (41%) and at a national level (40%). Those who provide services in Wales were more likely to say they work nationally (70%) than organisations who do not provide services in Wales (30%). This is perhaps unsurprising given that these organisations do not just provide services in Wales but work across both England and Wales.

Those based in London were significantly more likely to say working in criminal justice was their organisation's sole purpose than other regions in England and organisations in Wales.

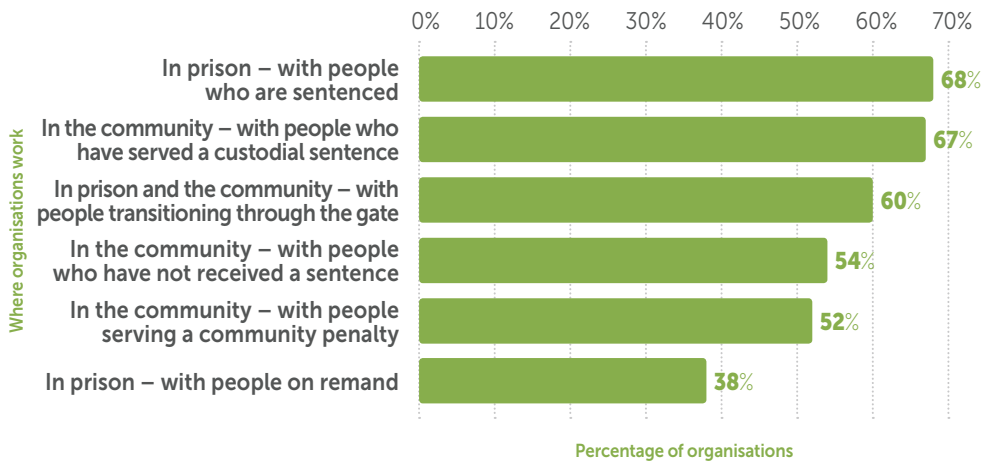
Responses to our survey continue to show that organisations work both in prison and the community. 67% said they work in the community with people who have served a custodial sentence and 52% with people serving a community penalty. The majority of respondents (68%) said they work in prison with people who are sentenced and, interestingly, 38% said they work in prison with people on remand. 60% said they work both in prison and the community supporting people to transition through the gate.

Figure 6 / **Where organisations deliver services**



Organisations who work in Wales were more likely to say they work in prison with people who are sentenced (80%) compared to those who work only in England (64%). Organisations working in Wales were also less likely to say they work in the community with people serving a community penalty.

Figure 7 / **Where organisations work**



Over half (54%) said they work with people in the community who had not received a sentence. This shows that organisations also provide early intervention and preventative work, as well as long term work to support people on their desistance journey and break down the barriers for people with previous convictions.

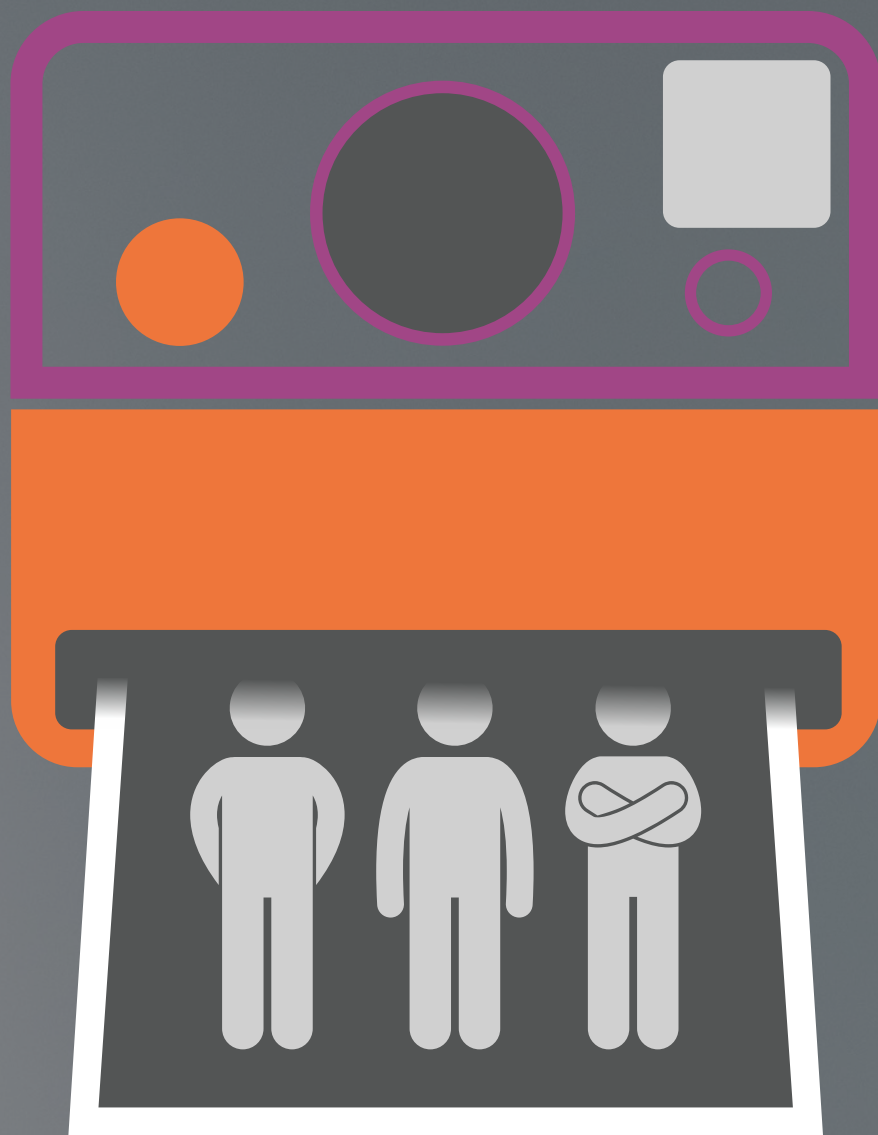


Photo: Clinks annual conference 2019

The people voluntary organisations support

In this chapter we take a look at the number of people accessing criminal justice voluntary sector services, how their needs have changed over the last financial year and what is driving those changes. For the third year in a row, organisations report the numbers of people accessing their services is increasing and that people are presenting with more complex and more urgent needs.

Welfare reforms and a serious lack of safe and suitable accommodation are pushing more people into poverty and homelessness. Reductions in statutory provision have put greater pressure on voluntary organisations who, dedicated to helping as many people as possible, are trying to plug the gaps in services and are spending more time on trying to meet people's basic needs.

Key finding

Organisations providing a tailored service for people with protected characteristics are more likely to say service user numbers have risen

A range of voluntary organisations, from some of the sector's largest to its smallest providers, responded to our survey.

The number of service users that organisations supported in 2018/19 ranged from 0 to 455,000. Considering the great variation, the median value gives the most accurate picture of the average numbers of service users that organisations support. This year the median

value was 240, which means that half of organisations that gave an answer supported 240 or fewer people in the last financial year.

When we asked how the number of service users accessing their services has changed for organisations, the majority (57%) said the number has increased. 35% reported that the number of service users has increased slightly and a further 22% said it has increased a lot. Just under a quarter (22%) said the number of service users has stayed the same and only 13% said the number has decreased. This pattern is consistent for specialist criminal justice organisations and non-specialist organisations. This is the third consecutive year we have found respondents reporting an increase in service user numbers.

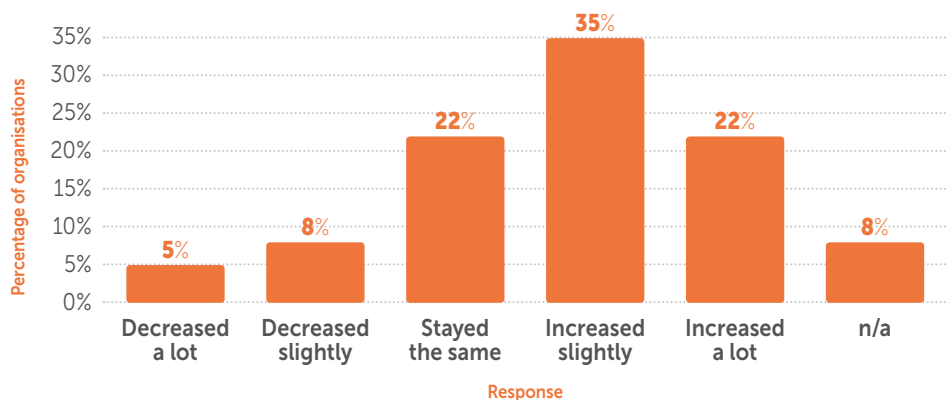
Organisations that indicated they are set up specifically to provide tailored support for people with protected characteristics were far more likely (39%) to say that their number of service users has increased a lot over the last financial year compared to services that deliver to a broad range of people (14%).

Organisations that offered a service tailored to particular groups with protected characteristics, in addition to their core services, were also more likely to report the number of service users has increased. 41% said the number has increased slightly and 23% said it has increased a lot. However, these differences are not statistically significant.*

40% of organisations that provide services for BAME communities said that their number of service users has increased a lot compared to those that do not provide tailored services for BAME communities (21%). In addition, while not statistically significant due to the small number of organisations the data represents, over two thirds (68%) of organisations that provide services for women reported an increase in service users.*

* Statistical significance shows that there is a pattern or relationship between the data, which is not attributed to chance.

Figure 8 / **Change in the number of service users**



KEY FINDING

Organisations continue to report that the needs of their service users are becoming more complex and more urgent

The vast majority of organisations reported that their service users' needs are becoming more complex (72%) and more urgent (71%). Only 5% disagreed or strongly disagreed that needs are becoming more complex and urgent. This is similar to last year's response where 80% reported needs had become more complex and 73% said they had become more urgent. Organisations that strongly disagreed with either statement were more likely to support more service users.

Figure 9 / **Increase in service user number by type of organisation**

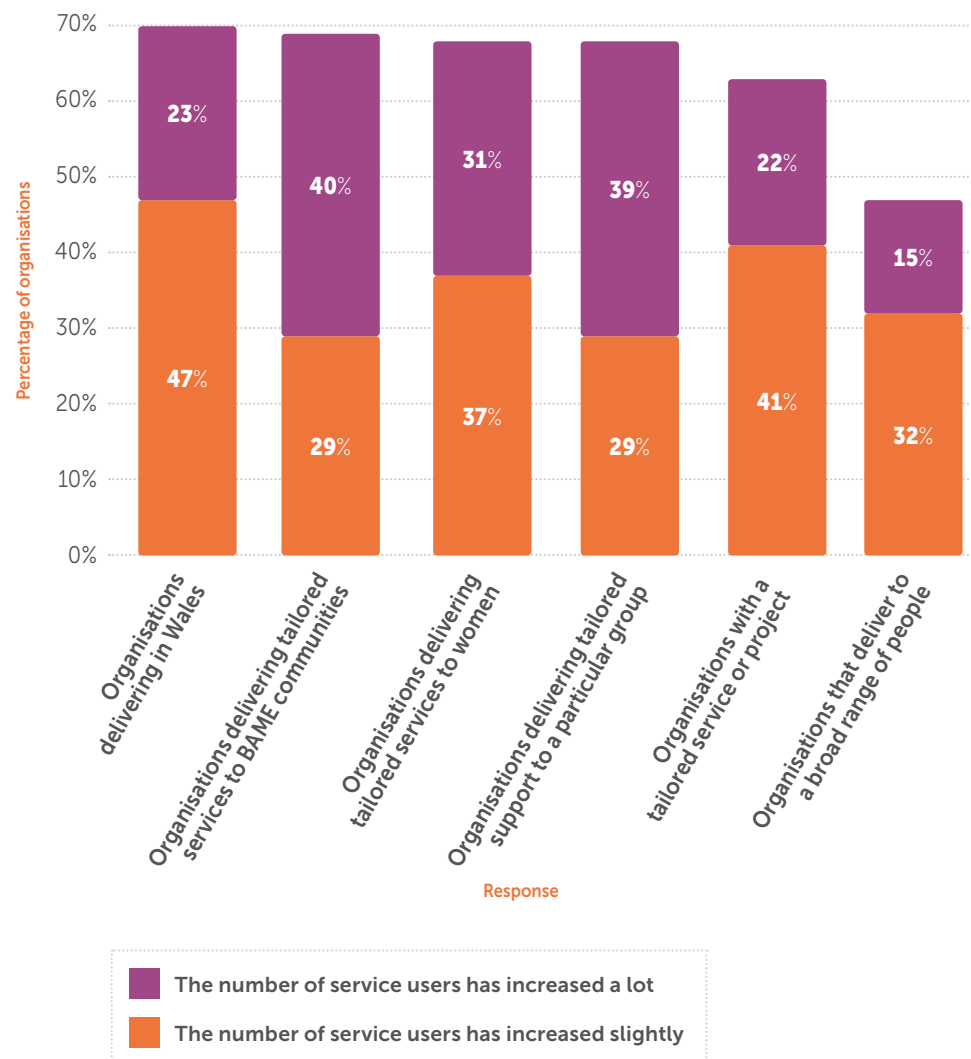
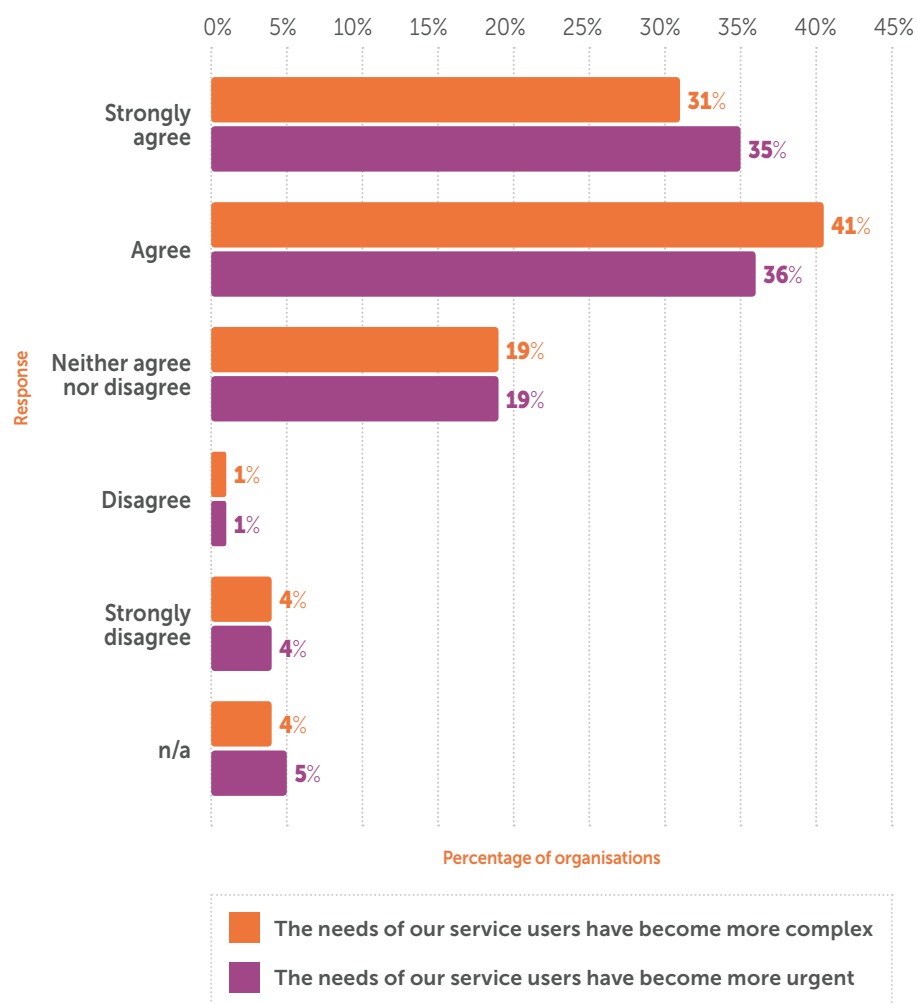


Figure 10 / **How organisations feel service user need has changed**

We asked organisations that told us the needs of their service users have become more complex and urgent how they were responding to this. The findings were similar to the previous year. This year we find organisations are adapting in the following ways:

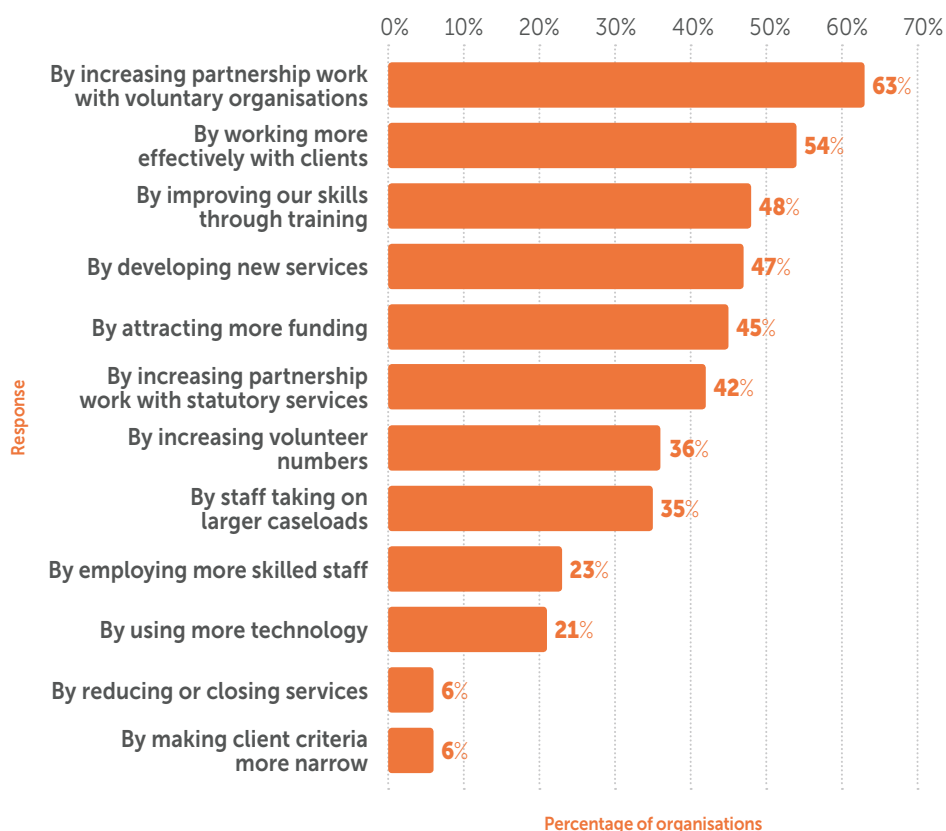
- 63% said they are increasing partnership work with other voluntary organisations
- 54% said they are working more flexibly with clients
- 48% said they are improving their skills through more training
- 47% said they are developing new services.

It is welcome to see so many organisations say there are working in partnership with other voluntary organisations. The voluntary sector has a wealth and diversity of knowledge and expertise that can be used to support each other. Working in partnership enables organisations to share resources, knowledge and good practice so they can work more effectively to meet the diverse and complex needs of their service users.

Some organisations are investing in staff through employing more skilled staff (23%). Over a third (35%) continue to report that staff are having to take on larger caseloads – a finding that is similar to previous years. This ongoing trend has a cumulative impact on staff, volunteers and the organisations themselves. Further, organisations that provide services or tailored support to BAME people were more likely to say that staff are taking on larger caseloads (47%).

Organisations providing tailored support for people with protected characteristics, especially those supporting women and BAME people, are more likely to be adapting to meet more complex and urgent needs in particular ways. For example they are more likely to work more flexibly with clients, develop new services, increase skills through training, and increase volunteer numbers to meet need.

Figure 11 / **How organisations are responding to changing service user need**



KEY FINDING

Violence and self-harm in prison in rising and impacting the delivery of voluntary sector services

As with previous years, we asked organisations why service user need is becoming more complex and urgent. The following presents some of the key themes that emerged from organisations' survey responses.

Organisations told us that the poor conditions in prison and overcrowding, combined with a lack of resources and staff, are creating an unsafe environment for people. The conditions in prisons are also leading to and exacerbating the poor mental and physical health for people, creating potentially long-lasting and traumatising effects. Some in particular raised concerns about the lack of expertise and capacity of staff to manage the growing complexity and rising mental health needs of the prison population, leading to poor follow-up.

“More desperation, self-harm, pressure from violence and attacks, poor physical & mental health, and less safety [in prisons]. Due to overcrowding, less institutional resources, less rights, legal aid, [and] poor conditions.”

Survey respondent

“More traumatised from their experiences within prison.”

Survey respondent

“An increase in violence, self-harm and staff shortages impacts on how the women are not being followed up with safeguarding or care.”

Survey respondent

Some respondents reflected on the impact that the situation in prisons has on the delivery of their services and ultimately on their ability to meet people's needs. Organisations particularly highlighted the increasing numbers of people accessing their services who have self-harmed. One organisation noted the difficulty getting access to prisoners, communicating and working with prison staff and co-coordinating services.

“More suicide and self-harm making the environment much harder to work in.”

Survey respondent

“We are seeing more prisoners described as engaging in self-harming behaviour referred on to our programmes.”

Survey respondent

Linked to the increasing pressure on the prison system, some respondents also specifically raised certain types of sentences – both short custodial sentences as well as long and indeterminate sentences – as exacerbating needs and creating more challenges for delivering services and meeting people's needs.

“Increase in short sentences has meant more urgent needs ... short sentences [are] not allowing sufficient time to work with people to gain a positive outcome.”

Survey respondent

“We're seeing more older prisoners sentenced later in life for long sentences they know they will not out live.”

Survey respondent

Long and indeterminate sentences are driving an ageing prison population, impact the needs people present with and create distinct challenges for

resettlement. The effect on people's mental health and motivation impacts how they engage with voluntary organisations and the delivery of services. Short custodial sentences are disruptive to people's lives and create barriers for organisations delivering services to them. As the quotes highlight, there is not a sufficient amount of time to deliver meaningful, rehabilitative interventions. There is also limited time to organise practicalities for release and the lack of through the gate support exacerbates needs on release.

KEY FINDING

People are receiving less resettlement support as they leave prison

It is imperative that before release from prison people receive timely resettlement support to ensure they are able to transition back into the community. However, organisations told us this is lacking and it is becoming increasingly challenging for people leaving prison to access the support they need. Some organisations told us that one of the reasons for this is an increase in shorter sentences, meaning there is less time for resettlement support and planning.

“Less support available in prison and when prisoners leave prison. Difficult to get support from the prison staff responsible for prisoners leaving prison and coordinating interventions.”

Survey respondent

“There has been a distinct lack of support from through the gate services and this has become more apparent with shorter sentences and very short recalls. This has led to 14-28 days prison sentences which have proven extremely problematic.”

Survey respondent

“Support for people leaving prison, especially those with complex needs, is inadequate often leaving people in desperate situations.”

Survey respondent

As well as the negative impact that shorter sentences is having on resettlement support, organisations also told us that statutory organisations – notably probation services – are experiencing a lack of resources. This makes it increasingly challenging for them to put in robust resettlement plans for people before their release.

“In the midst of austerity, [there is] a noticeable financial strain on statutory services such as probation, and the local authority. Our numbers have increased as there is an identified need for support in place for those leaving custody.”

Survey respondent

✓ KEY FINDING

Austerity measures and welfare reforms continue to push people into poverty

Despite government announcements that austerity policies have ended, many statutory services – and by extension service users – continue to feel the ongoing effects of austerity-like measures and cuts to funding. In some cases this has led to statutory services limiting the support they provide as they reduce their services and/or restrict the eligibility for what existing support is still available.

“Funding cuts and limited support service, have increased the amount of women attending in crisis.”

Survey respondent

“Impact of changes in local services and austerity and cut-backs mean that service users are presenting with more urgent and complex needs.”

Survey respondent

The responses suggest that this has resulted in many people with complex needs in contact with the CJS – especially those with substance addictions and mental ill-health – being unable to access services. A potential effect of this could be more people turning to voluntary sector services, presenting in crisis and in need of more urgent help because their basic needs are no longer being met by statutory services. This may put greater pressure on voluntary organisations who try to plug the gap in services left by statutory organisations and meet the need themselves.

“Services that we would refer to for specialist support have reduced in size or no longer exist, leaving our case managers/ key workers to provide additional interventions.”

Survey respondent

As well as austerity measures having a detrimental impact on people's needs, organisations also tell us that welfare reforms, namely the roll out of Universal Credit, are pushing more people into poverty as they can no longer afford a basic standard of living.

“Increase in the number of people impoverished due to Universal Credit introduction.”

Survey respondent

“Clients referred to our resettlement services have more complex needs and are ... [under more] more pressure due to benefits restrictions in their ability to fully meet all their needs. For example many clients are dislocated from their local area due to Universal Benefits cap making it unaffordable for them to be able to live in the area where they have a local connection.”

Survey respondent

The responses, and the feedback we continue to receive from voluntary sector organisations on this issue, suggests the complexity of the welfare system, delays in payments and sanctions are having a detrimental impact on people. They do not have enough money to cover their basic needs, pushing them into crisis. Organisations told us that this was particularly impacting people on release from prison because they are waiting longer periods of time to receive their benefit payments. Some responses also highlight the stress that the welfare system causes on people, indicating for example the negative impact it can have on the mental health of those trying to access it.

“Issues with claiming benefits, delays in payments and sanctions have all resulted in a greater number of people in poverty, including food and fuel poverty. It has also resulted in them being at risk of homelessness or actually being homeless.”

Survey respondent

“More challenging due to the complexities of the benefits system and the stress it has put on people who use our services.”

Survey respondent

Respondents also told us that Universal Credit is having a particularly detrimental impact on particular groups of people because they experience additional difficulties navigating the welfare system and receiving payments.

This risks leaving certain groups of people – especially those with protected characteristics – more vulnerable to poverty and exclusion.

“Universal Credit, if you have learning disabilities how do you job search for 35 hours and write a journal of your job searching, so many of our claimants were being sanctioned. We put together a work experience program, helping our claimants to have one-to-one help on computers. Over 600 claimants came through our door needing help, in 18 months.”

Survey respondent

“Women appear to be struggling more financially and report Universal Credit to be the cause.”

Survey respondent

✓ KEY FINDING

There is a severe housing crisis which is creating a lack of safe, secure and appropriate accommodation for people in contact with the CJS

Organisations continue to raise concerns about the housing crisis which has led to a lack of safe, secure and appropriate accommodation. This reinforces last year's findings and continues a trend identified in previous State of the sector reports that accommodation for people in contact with the CJS is worsening, particularly for those leaving prison.

“Increase in number of people rough sleeping, shortages of appropriate independent accommodation across the city. Increase in the use of B&B's for those needing emergency accommodation including families.”

Survey respondent

“Housing – always been tricky but even trickier in the past year. Waiting lists seem longer.”

Survey respondent

As well as organisations telling us about the increasing difficulties they are experiencing getting people into temporary accommodation, they also report that they are seeing a particular lack of accommodation for people leaving prison. They have seen an increasing number of people being released without accommodation in place for them.

“So many of the people we work with will be homeless or in unsuitable accommodation on release ... some are not being linked into community provision soon enough, therefore falling through gaps and ending up somewhere unsuitable, making the chances of holding a job down much more difficult.”

Survey respondent

“For the young men we support through-the-gate, housing needs in particular have become more urgent, with a growing number released homeless and unable to find temporary housing. The reasons for this are complex but in London linked to an acute housing crisis in general, lack of temporary housing in particular, lack of support in prison or after release from statutory services ... This means we spend more time on these practical challenges than on the core of our work and expertise, which is emotional and behavioural support.”

Survey respondent

KEY FINDING

Organisations continue to prioritise the involvement of service users in the design and delivery of services

People who are or have been in contact with the criminal justice system are experts by their experience and best placed to highlight the impact of policy and practice and support change. To ensure services are effectively meeting people's needs, it is important for organisations to engage with, listen to and act on the views of the people they are working to support. Involving service users not only provides unique expertise to inform the development of a service but can also act as a positive involvement for someone engaged in a desistance journey – boosting confidence, developing skills and offering a vision for change.

The majority (67%) of organisations said they consulted service users about the design and delivery of their services. 37% of respondents have set up a service user forum, panel or council to facilitate engagement. These are approximately the same proportions as we found in the past two years.

In previous State of the sector reports we asked organisations whether they recruited service users as staff and/or volunteers. More than half of respondents last year indicated they did. This year we wanted to get a more detailed picture of this so separated out the two options to see the difference in the numbers of people recruited as staff or as volunteers. The number of organisations that recruited service users as volunteers in the last financial year remained high, with just over half (53%) indicating that they did. However, there's a slightly different picture for staff recruitment, with just 29% of organisations saying that they recruited service users as staff.

Last year we found that only a small proportion of organisations recruited service users to their board of trustees (14%). This year it was slightly lower at 12%. The Charities (Social Investment and Protection) Act 2016 introduced changes to the automatic disqualification rules for charity trustees and senior managers with criminal records.⁷ This may have created more barriers to organisations being able to – or feeling able to – take on people with conviction onto their boards.

Figure 12 / **Ways that organisations facilitated service user involvement**

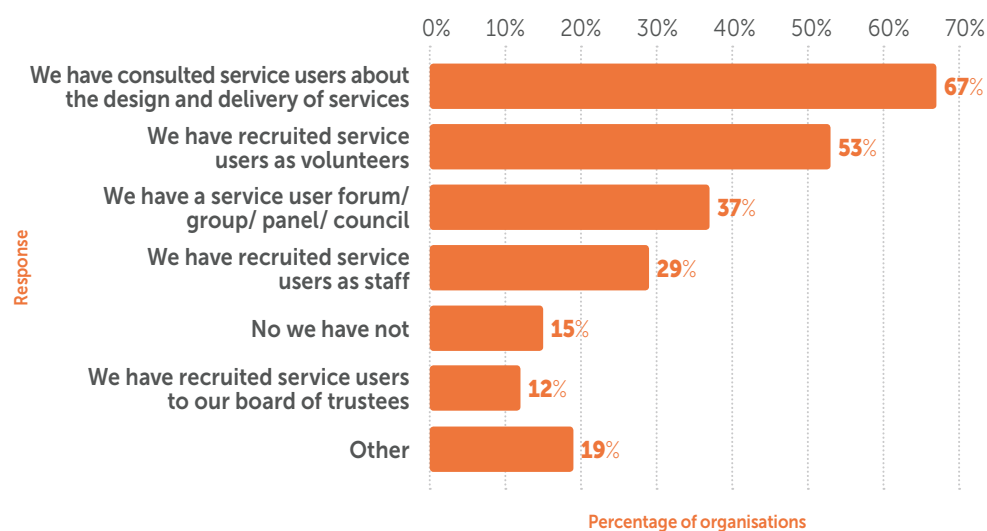
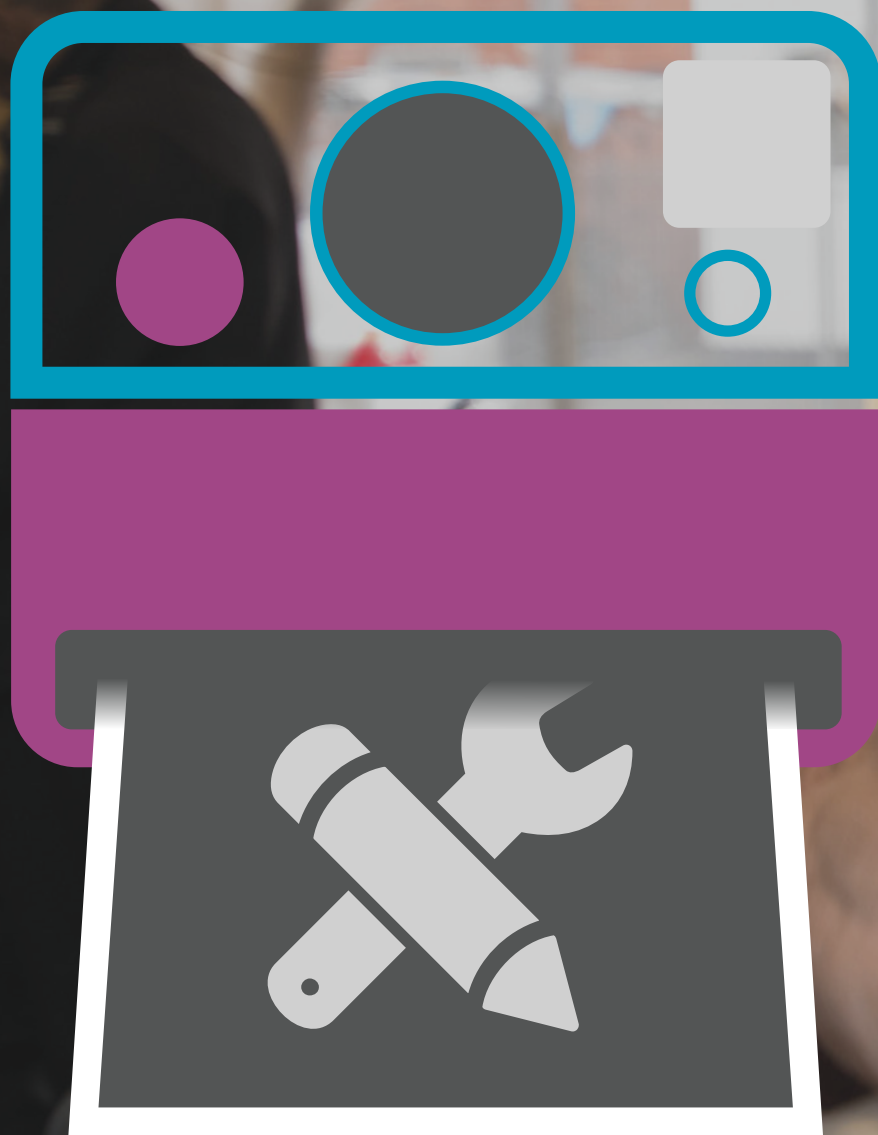


Photo: Clinks annual conference 2019



The services being delivered

Photo: Clinks member, Life Cycle UK

This chapter explores how voluntary sector organisations have been changing their services over the last financial year, where referrals to voluntary sector services came from and how the delivery for those referrals was funded.

We found that organisations continue to adapt and work flexibly with clients to meet changing needs. Organisations are striving to expand their services in different ways to meet rising demand and increasing needs.

“We are expanding service provision to fill the increasing gap left by statutory provision.”

Survey respondent

KEY FINDING

The majority of organisations are expanding their services in a variety of ways

Just over half (56%) of the organisations that responded to our survey said they were expanding their services. 20% said they were maintaining their services and 19% said they were changing the way they deliver their services. This finding is generally consistent across organisations of different sizes in England and Wales.

When we asked organisations for more information as to why their services were changing, we received a variety of responses that paint a more complex and nuanced picture of how organisations are faring than the quantitative data alone. Open survey responses showed that organisations are expanding their services – or trying to – in different ways. For some this means they

are expanding the geographical area that they deliver across. For some this means taking on more staff or volunteers so that they can deliver more of their service more often or to more people. For others it means expanding the criteria of who they deliver to or expanding the types of services they offer.

A number of organisations told us they are expanding to meet rising demand for their services. Some are able to do this because they have received more funding to do so and their services align with current external stakeholder priorities. But others have done so in the hope of attracting more funding, with some saying they have taken on more strain on their financial resources to expand, which presents potential risks for organisations. Others are changing the way they deliver in order to adapt to the new and changing needs that service users are presenting with and changes in the external environment.

The responses from some indicate that expanding some services, or opening new ones whilst reducing others, was part and parcel of the way their organisation runs and adapts to changing needs and changes in funding. But overall, they are maintaining similar levels of service. Some spoke about this in more critical terms with particular services doing well but others struggling for or losing funding, putting the wider organisation at risk.

“As a national organisation some contracts are lost, others gained. Hopefully overall we will at the very least maintain our current level of service provision although this may change in how and where it is delivered and funded.”

Survey respondent

“We have a severe shortage of funding in one area ... which is putting the whole service at risk. We have had to make people redundant in this area, whilst other projects have grown.”

Survey respondent

“We are expanding in some areas and reducing in others, all dependent on various funding cycles. This is very difficult to manage due to lots of moving parts, e.g. in regards to staff contracts and potential need for redundancies.”

Survey respondent

Whilst 20% of organisations that responded to this question said they are maintaining services, the more detailed explanations provided by organisations indicate that for a number of them it is a challenge to do so, with some responses indicating this has been a greater challenge for smaller organisations. Some report maintaining their services at the moment, but face potentially significant changes and reductions to services in the near future, particularly due to struggles to secure new funding. One organisation in particular spoke about the lack of stability and certainty in criminal justice. They gave the many changes in structure and delivery on the horizon as a key reason for not expanding their work. They highlighted that they need to focus on maintaining services through what may be a more turbulent environment to secure funding and deliver services in over the coming months and years.

“We are currently maintaining existing services but are facing financial [difficulties] that could potentially require a significant reduction in services.”

Survey respondent

“We are trying to maintain existing support service due to evidence that it is reducing re-offending, however if further funding is not secured, we will have to close.”

Survey respondent

“Only just [maintaining services]!! Short term funding causes us problems.”

Survey respondent

“Being a very small organisation it is difficult to see through tough spells where there is no income.”

Survey respondent

Responses from some organisations indicate challenges with the resources that are needed to apply for, and manage, funding and to navigate the bureaucracies of some commissioning processes. The competition for funding in the current commissioning environment clearly poses difficulties for a number of organisations. For some there is conflict between the current nature of funding versus the quality of service delivery. Concerns were raised about the ability of organisations to maintain services on short term contracts and the emphasis from funders on new innovation as opposed to consistent delivery.

“Funders like new developments and won't agree that consistent high quality services are what people need year in and year out.”

Survey respondent

“[Our] funding bids are not successful – pressure to deliver good quality services on low competitive budgets.”

Survey respondent

“Too much reliance on statutory contracts restricts the flexibility of work with clients, we are making it more needs led which makes it harder to attract funding.”

Survey respondent

“Trying not to rely on commissioned services and attract unrestricted funding to be able to deliver more innovative and effective projects.”

Survey respondent

Those who agreed or strongly agreed that service user need is becoming more complex and more urgent (see [📈](#) Figure 10, page 25) are also more likely to be reducing their services, at risk of closure or changing the way they deliver. While not statistically significant, this indicates that those experiencing changing service user need might be facing changes, and potentially challenges, to their organisations.* This is echoed by some of the open responses, with some describing having to make cuts to overheads to maintain services while others suggesting they have had to reduce their services. However, this raises concerns that there is increasing pressure on staff to take on more responsibilities and bigger workloads – as highlighted in the previous chapter.

“Due to reductions in funding and increases in demand from clients we've restructured our workforce and how our client interactions/activities are delivered to maintain outcomes with reduced resources.”

Survey respondent

“Funding cuts have led to an organisational restructure where staff will be expected to have a flexible approach to their role and the tasks that they undertake so that we are flexible to the needs of our communities and responding appropriately to societal change.”

Survey respondent

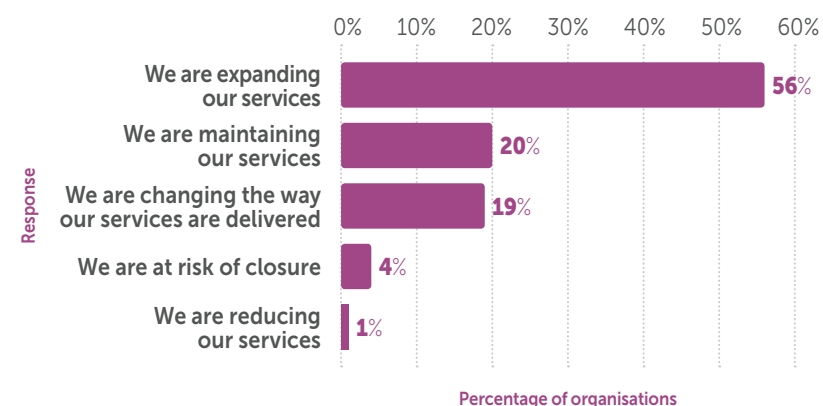
📌 KEY FINDING

The majority of referrals to voluntary organisations' services come from prisons

Prisons make up the largest source of referrals (74%) for services delivered by the voluntary sector, in contrast to last year's findings where self-referrals

* Statistical significance shows that there is a pattern or relationship between the data, which is not attributed to chance.

Figure 13 / **Changes in organisations' services**



were the largest proportion of referrals. Last year 76% of organisations said people self-referred to their services, whilst 66% received referrals from prisons. The percentage of organisations that said they receive referrals from probation services and local health services also increased slightly this year.

A large proportion of organisations (71%) continued to say that service users self-refer to their service. This indicates that organisations are embedded in local communities and that people engage with those organisations. 61% of organisations said they receive referrals from other voluntary organisations, echoing earlier findings of close collaboration and partnership working between organisations in the sector.

Organisations that provide tailored support to women are more likely, compared to those that do not, to receive referrals from the police (57% compared to 31%) and local authorities (56% compared to 33%). This may reflect that these organisations are more likely to provide early

intervention and diversion services and are therefore providing holistic support at earlier stages in the CJS. It could also reflect the needs of the women they are working to support, which are often complex and require women to access services outside of the CJS. They are also more likely to receive referrals from Community Rehabilitation Companies (CRCs).

Organisations that work in Wales were more likely to report they receive referrals from local authorities (69%) than those that do not deliver services in Wales (53%).

KEY FINDING

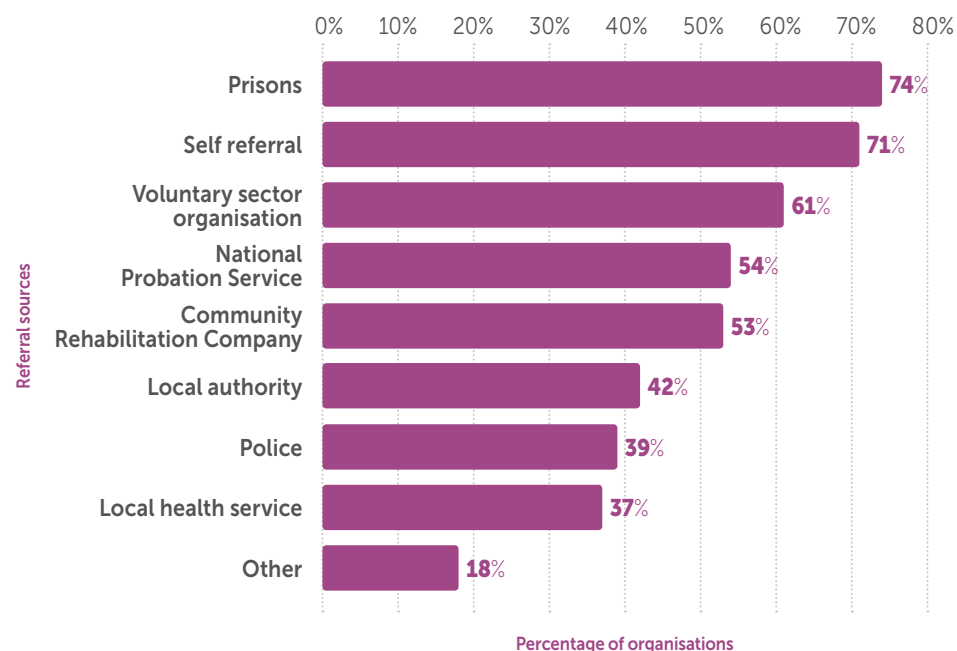
Funding from statutory organisations that refer people to voluntary sector services is decreasing

We wanted to explore the story behind referrals from statutory organisations and the funding for them in more detail. The findings have shown that most voluntary organisations receive referrals from statutory organisations, which indicates just how reliant those agencies are on the services provided by the voluntary sector.

Despite the statutory sector's high use of voluntary organisations' services, we found that most of these referrals are funded entirely from other sources, not the referring organisation.

- 60% of organisations who receive referrals from CRCs report that all the funding from those referrals comes from other sources. The figure in our survey last year was 40%.
- 60% of organisations who receive referrals from the police report that all the funding from those referrals comes from other sources. The figure in our survey last year was 49%.

Figure 14 / **Where organisations receive referrals from**

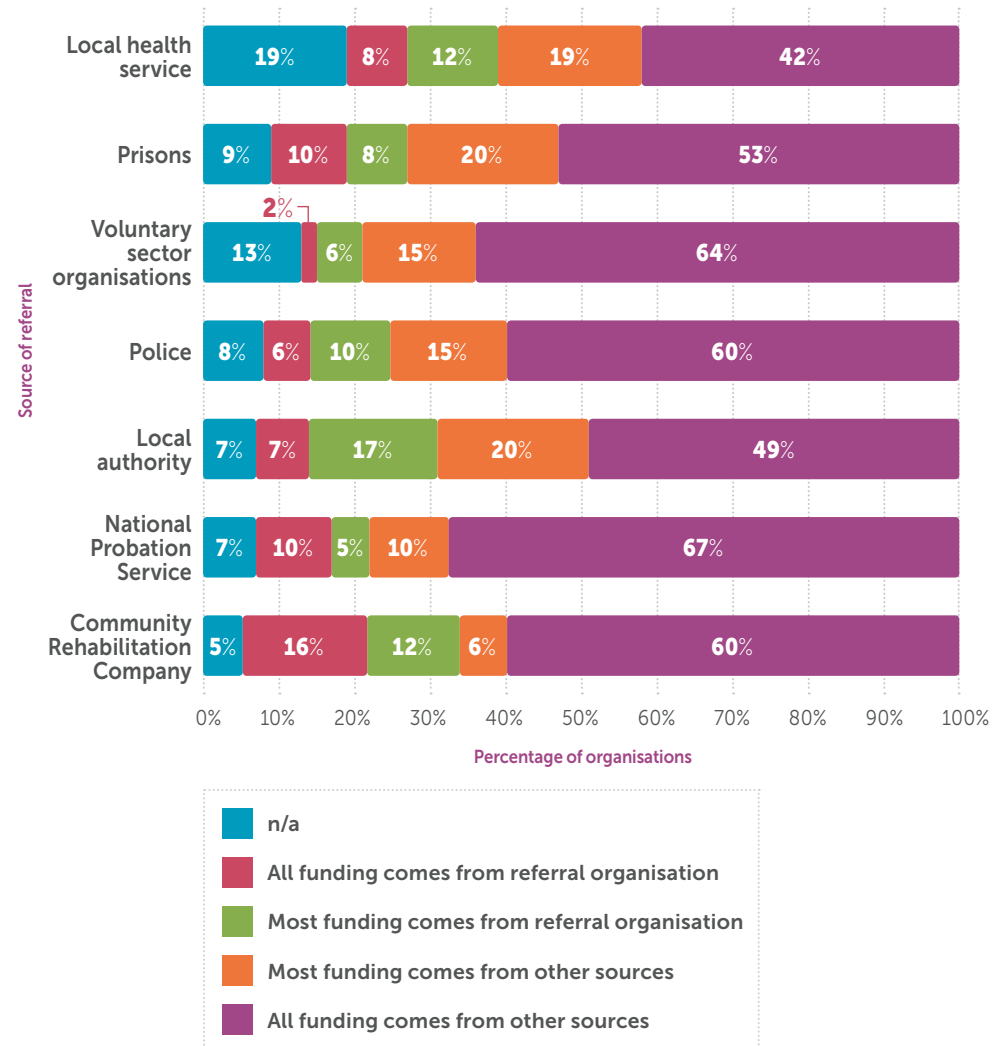


- 49% of organisations who receive referrals from local authorities report that all the funding from those referrals comes from other sources. The figure in our survey last year was 26%.

This demonstrates that in a large number of cases organisations are required to use funding from other sources, including from charitable trusts and foundations, to subsidise the shortfall in funding they receive for referrals from statutory organisations.



Photo: Clinks annual conference 2019

Figure 15 / **Percentage of funding received by voluntary organisations from the referring organisation**

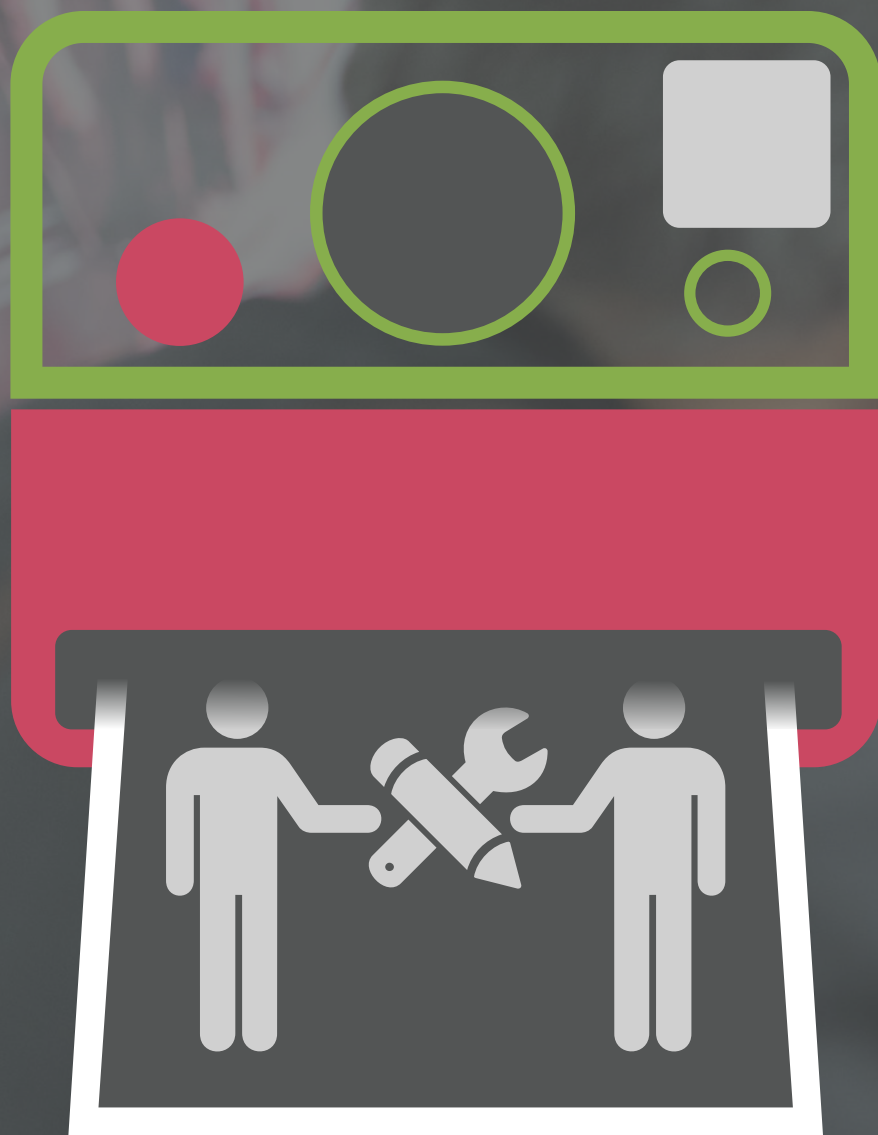


Photo: Clinks annual conference 2019

The people delivering services

Staff and volunteers are the vital backbone of voluntary organisations and provide essential support to their service users. This chapter explores the trends in recruitment of both paid workers and volunteers and the roles that the latter undertake for the organisations they serve.

This year we found that the workforce for voluntary organisations working in criminal justice is considerable and continues to rise. Organisations rely heavily on volunteers, who continue to work directly with service users, providing important services and support for people.

KEY FINDING

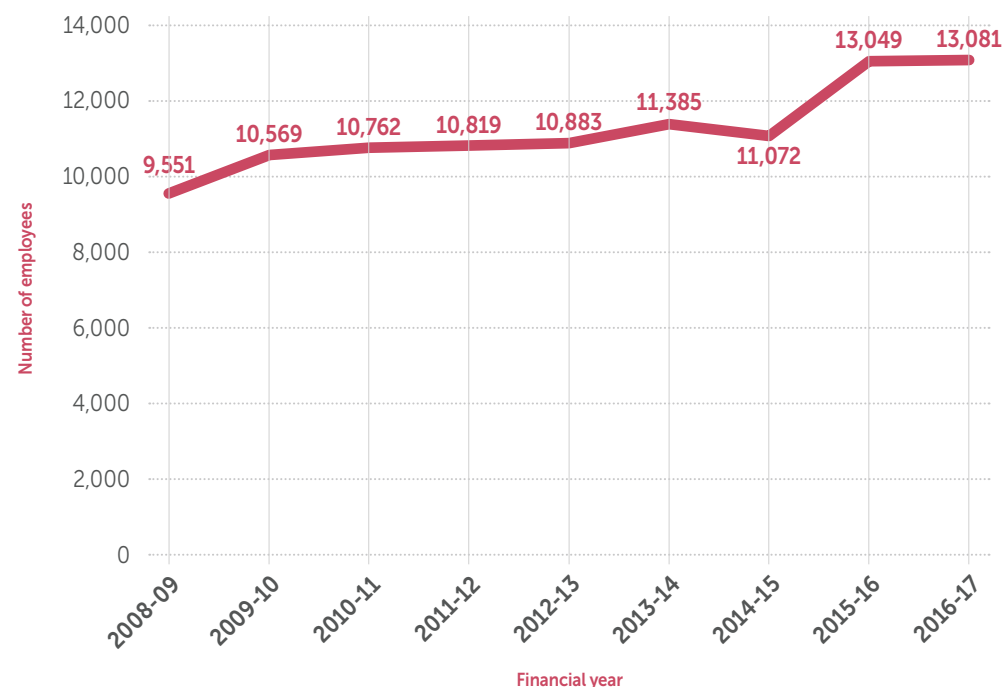
The workforce of voluntary organisations in criminal justice is rising

For our analysis of financial accounts submitted to the Charity Commission, we split organisations into two groups:

- Specialist criminal justice organisations – whose main purpose is to work in criminal justice (n=316)
- Non-specialist criminal justice organisations – whose service users might include people who have a conviction, but working in criminal justice is not their main purpose (n=1,159).

In the financial year 2016/17 specialist criminal justice organisations employed a total of 13,081 people (✓ Figure 16), whilst non-specialist organisations employed 132,271 people (✓ Figure 17, page 40). Specialist criminal justice organisations had 15,162 volunteers, which had dropped

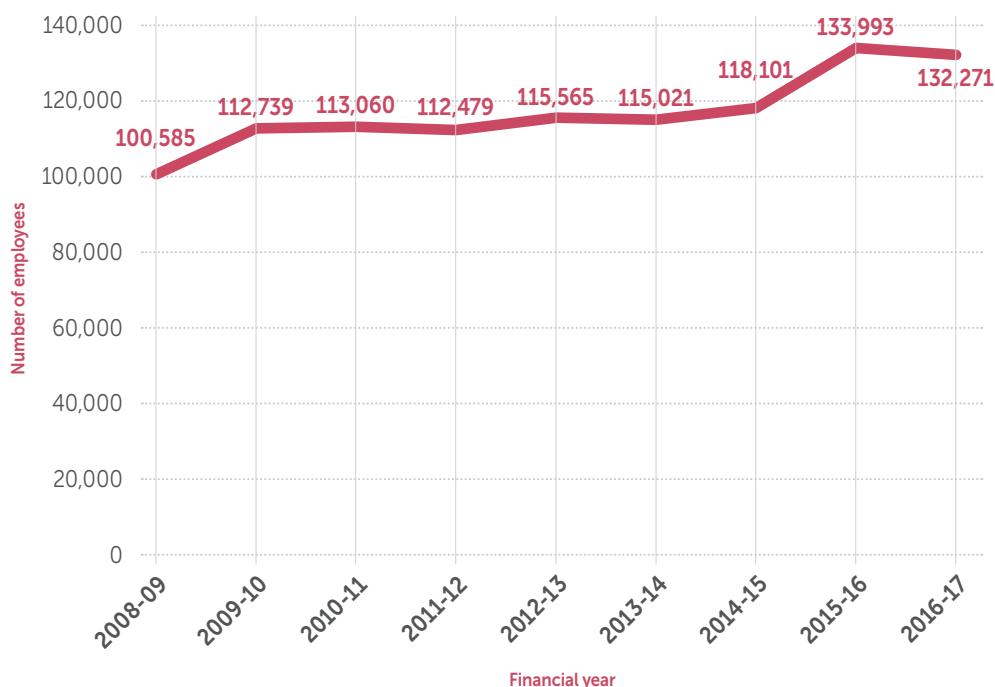
Figure 16 / **Number of employees, specialist criminal justice organisations, 2008/09 to 2016/17**



by 12% from the previous year, whilst non-specialist organisations had 526,152 volunteers, an increase of 6% from the previous year.

These numbers are considerable and indicate the importance of voluntary organisations working to provide services to people in contact with the criminal justice system that are often distinct from, but complement, those provided by statutory organisations. The workforce of the voluntary sector in criminal justice has increased between 2008/09 and 2016/17. Over this nine-year period, the workforce of specialist criminal justice organisations

Figure 17 / **Number of employees, non-specialist criminal justice organisations, 2008/09 to 2016/17**



has increased by 37% and for non-specialist organisations by 32%.⁸ However, growth slowed down in both groups in 2016/17 with criminal justice specialists employing just 32 (0.25%) more people in that year and non-specialists employing 1,722 fewer people (a reduction of 1.3%).

Survey responses indicate that the number of volunteers might have risen as well. 89% of respondents have volunteers and 43% said they have either recruited more or a lot more volunteers.⁹

KEY FINDING

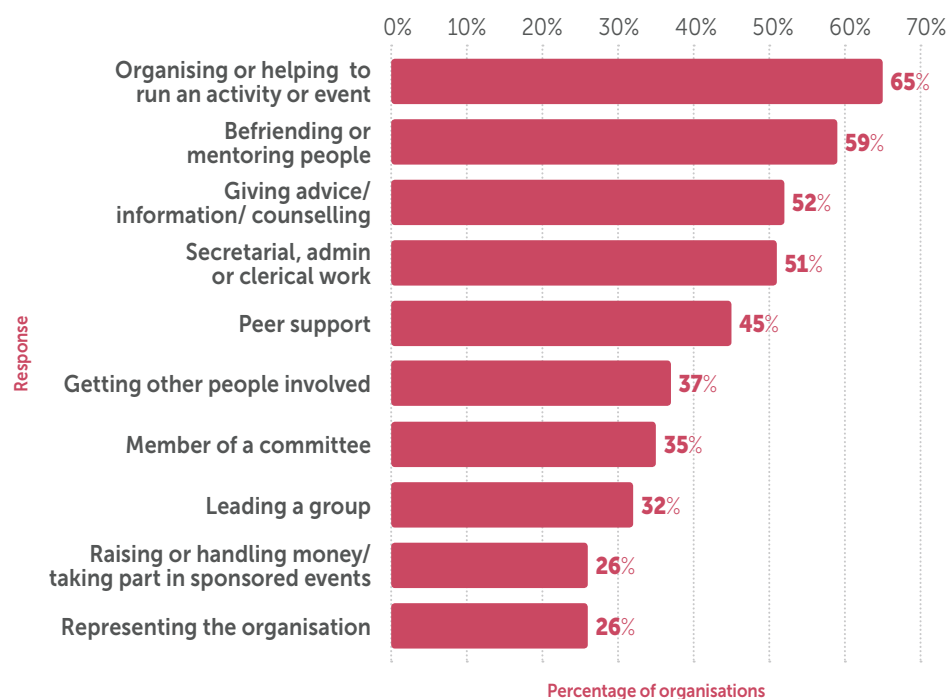
Voluntary organisations working in criminal justice rely on volunteers

The survey results suggest that as well as the majority of organisations having volunteers, their number vastly outstrips the number of staff. Some organisations reported having no paid members of staff, whilst others had up to 3,500. There was also a huge range in numbers of volunteers, with some organisations reporting that they no volunteers whilst others reporting they had thousands, including one that said they had as many as 30,000. The responses to these questions demonstrate the diversity of voluntary organisations working in criminal justice.

To compare the information in the most accurate and fair way, we have used the median average.¹⁰ This shows that, on average, organisations have over twice as many volunteers than staff. The ratio is 9 staff for every 20 volunteers. On average, volunteers give organisations 12 hours of their time every month.¹¹ One organisation reported that their volunteers spend 230 hours a month volunteering for them.

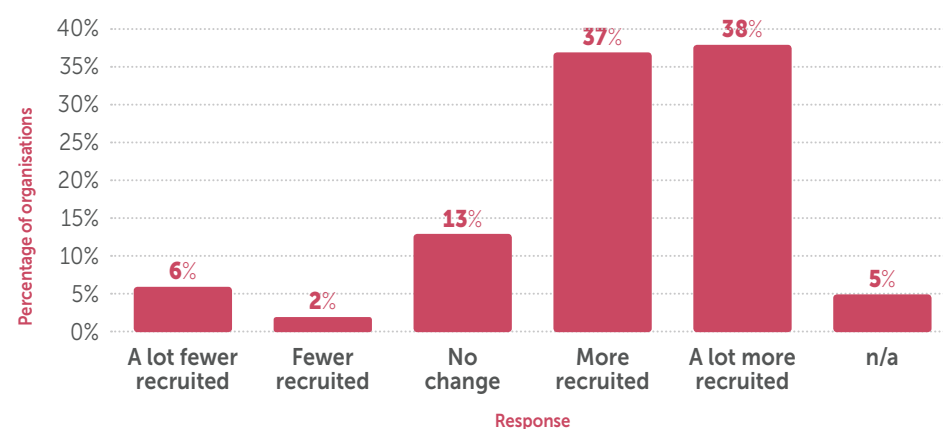
Volunteers undertake a variety of important roles for organisations,¹² including working directly with services users such as giving advice/information/counselling (52%), befriending or mentoring people (59%) or providing peer support (45%). They also provide important 'back end' support to organisations including secretarial, admin or clerical work (51%).

See  Figure 18, page 41.

Figure 18 / **Tasks or activities undertaken by volunteers****KEY FINDING**

Larger organisations are more likely to be recruiting more volunteers

The survey shows 43% of organisations are recruiting more volunteers, whilst 37% report there has been no change in their volunteer recruitment. When we split the data further, we see that organisations who have higher numbers of volunteers are more likely to be recruiting more volunteers.

Figure 19 / **Change in volunteer recruitment**

- 45% of organisations with one to nine volunteers see no change in volunteer recruitment, whilst 23% are recruiting more volunteers.
- 41% of organisations with 10 to 49 volunteers see no change in volunteer recruitment, whilst 40% are recruiting more volunteers
- 13% of organisations with 100 or more volunteers see no change in volunteer recruitment, whilst 61% are recruiting more volunteers.

The results could indicate that organisations with more volunteers are experiencing a higher turnover of volunteers. This could be for a variety of reasons, but suggests these organisations need to ensure they are investing time and resource improving volunteer retention.

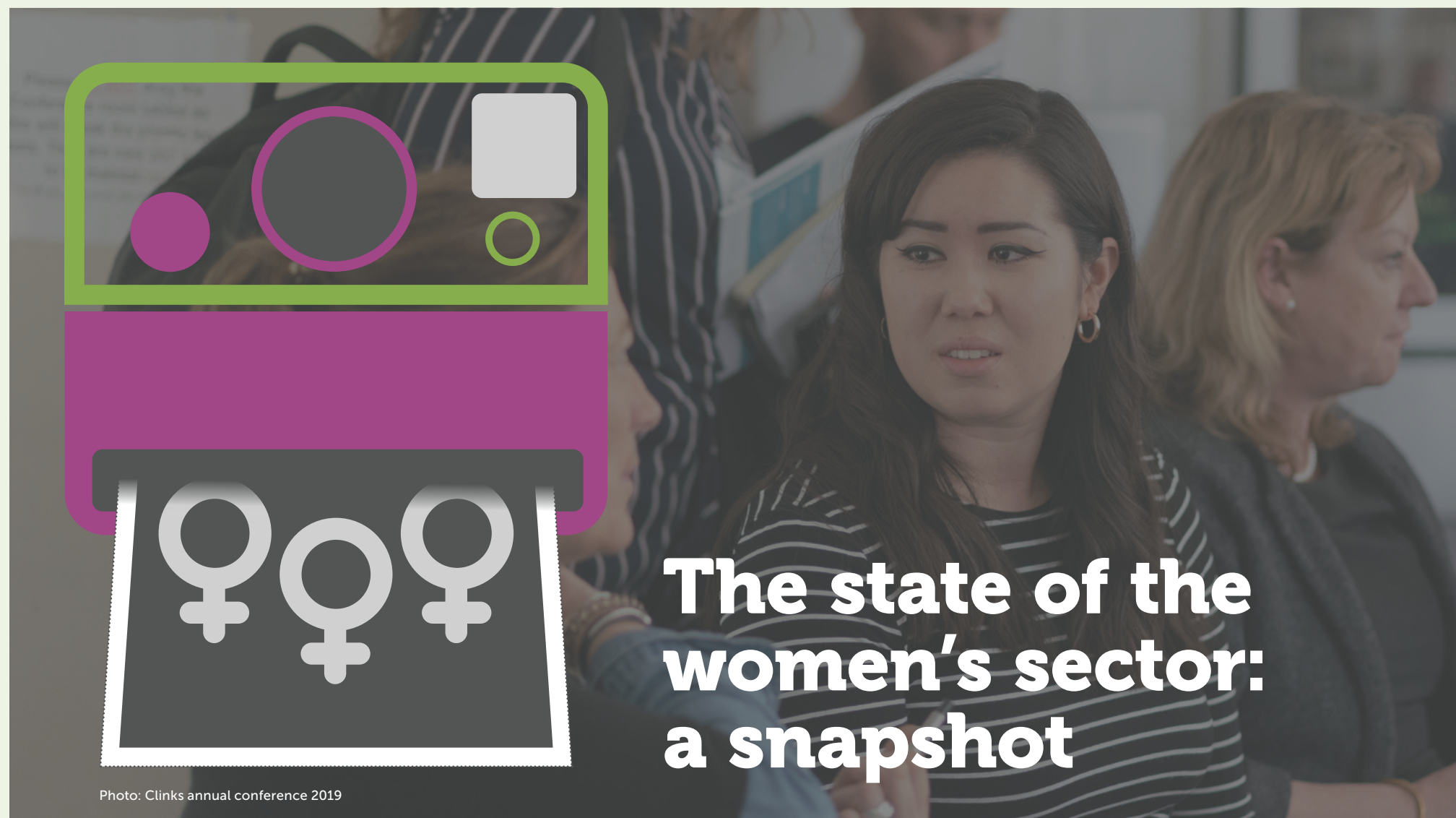


Photo: Clinks annual conference 2019

The state of the women's sector: a snapshot

For this year's research we wanted to build a more detailed picture of how organisations providing tailored services to women in contact with the CJS are faring. We sought to explore the services these organisations are providing, the needs of their service users, and funding for their services. In this snapshot we draw out the key findings about organisations that provide tailored support to women.

Limitations

We originally aimed to do this in two ways, firstly by conducting financial analysis of organisations that provide tailored services for women, and secondly by separately analysing responses to our survey from organisations that are set up specifically to provide tailored support to women only, such as women's centres.

However, unfortunately this year, we did not get a sufficient number of responses to our survey from these types of organisations to conduct a robust analysis on their answers alone. We will explore the reasons behind this with our members.

What we have been able to do, is compare the responses of those who indicated they provide tailored services to women – whether as part of an organisation that was set up specifically to support women, or as part of organisation that has a project or service tailored for women in addition to their wider services – to those who did not say they provide tailored support to women.

In the financial analysis, as well as organisations who are set up specifically to provide tailored support to women only, for a more robust data sample

we have included organisations that have a broader remit but also a tailored service or project for women in addition to their core work.

This should be kept in mind when interpreting the findings, as these organisations are likely to be larger than those that are set up specifically to provide tailored services to women and only deliver to women.

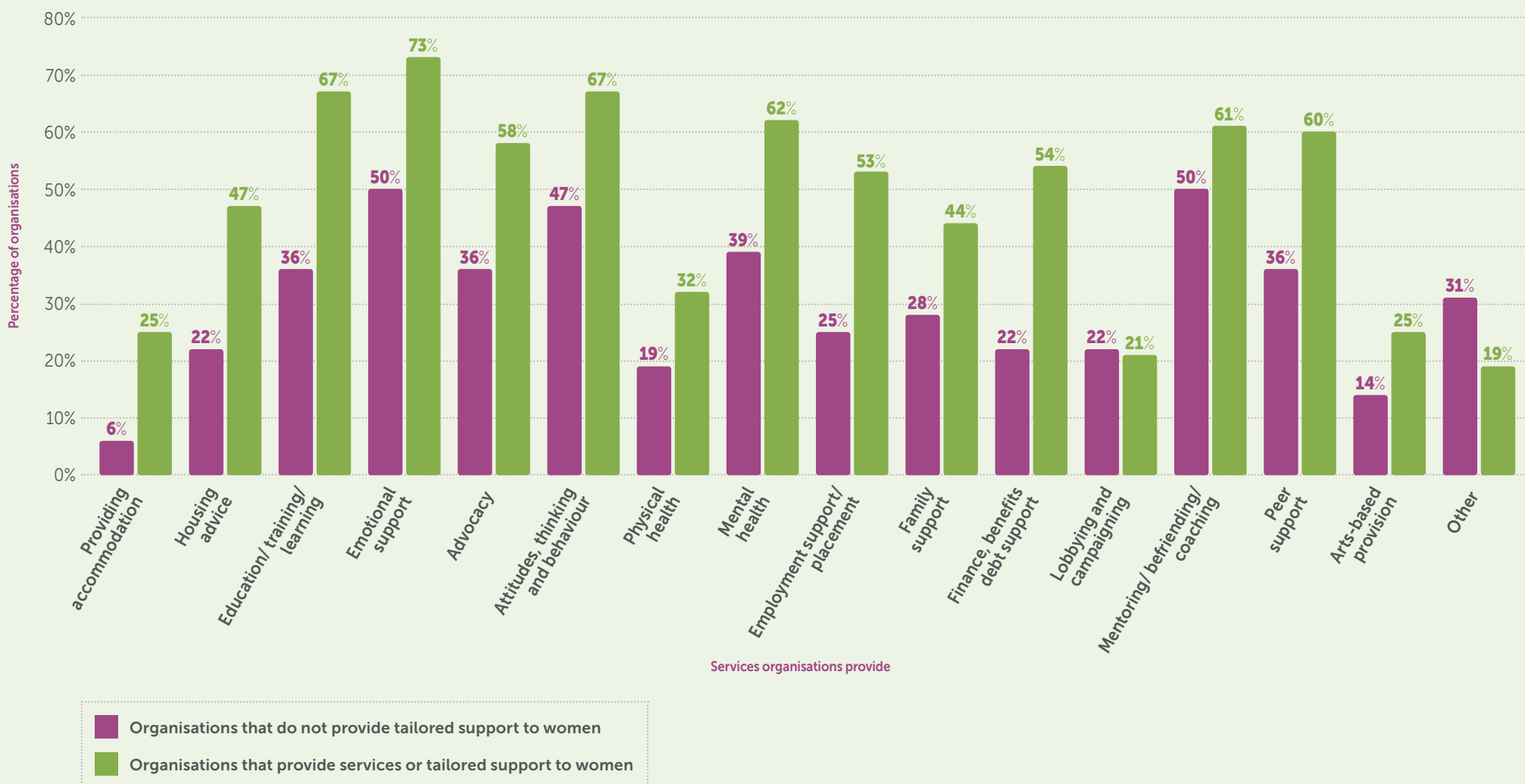
Where organisations work, the needs of the women they are supporting and the services they provide

Of those that said they were set up to specifically provide tailored support to a particular group of people, 79% said their main beneficiaries were women. For organisations that have a broader remit but also have a specific service or project for a particular group in addition to their core work, 63% said that project or service was tailored to women.¹³

Organisations set up to provide tailored support to women and those that have a tailored service or project for women, deliver across a broad geographical spread with similar proportions delivering in each region. The two notable exceptions are London which has the highest proportion of organisations providing tailored support to women (38%) and North Wales which has the lowest (14%). This is to be expected given the urban and rural geographies (respectively) of each.

Organisations providing tailored support to women are more likely (61%) to work locally compared to organisations that do not provide tailored support to women (42%). This indicates organisations providing tailored services to women are embedded in their local communities and by extension are likely to have greater local knowledge and be more responsive to local needs and provision for the women they support.

Figure 20 / **Services organisations deliver by whether they provide tailored support to women**



KEY FINDING**Organisations providing tailored support to women are more likely to provide emotional and mental health support**

Organisations providing tailored services for women are more likely to have service users with mental health needs and are more likely to provide emotional support and mental health support to service users than organisation that do not provide tailored support for women. This is perhaps unsurprising as many women in contact with the CJS experience high levels of abuse and trauma in their lives and often do not have access to appropriate, gender-specific and trauma-informed support. Organisations delivering tailored support to women are also more likely than organisations not providing tailored support to women to provide advocacy support (58% compared to 36%).

44% of organisations that provide tailored support to women also provide family services compared to 29% of organisations that don't provide tailored support for women. This may reflect the circumstances of women in contact with the CJS as they are more likely to have primary caring responsibilities.

KEY FINDING**Organisations providing tailored support to women are seeing service user needs become more complex due to funding cuts, welfare reform and a reduction in gender specific services**

Organisations providing tailored support to women were more likely than organisations overall to say the numbers of service

users accessing their services has increased. 68% of organisations that provide tailored support for women reported an increase in service users, compared to 59% of organisations that do not.

The majority of organisations set up specifically to support women or that provide a tailored service for women felt that service user needs have become more complex (74%) and more urgent (69%). This is consistent with our findings regarding the sector as a whole. When we asked for more detail from organisations as to why service user need is becoming more urgent and more complex, some of the responses indicate the damaging impact on women of Universal Credit, mental health needs and experiences of trauma combined with cuts to support services and a lack of gender-specific provision.

“Women appear to be struggling more financially and report Universal Credit to be the cause. ... women disclose poor mental health – [but] Mental Health Treatment Requirement Orders are limited.”

Survey respondent

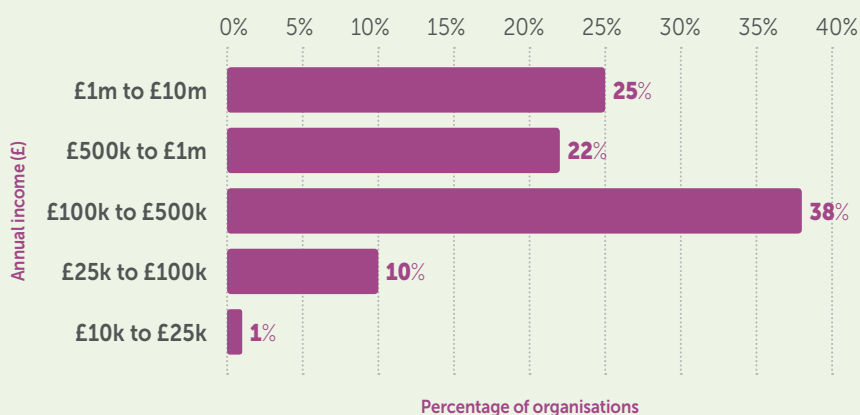
“Funding cuts and limited support services, have increased the amount of women attending in crisis. We are also seeing a rise in the amount of women now reporting issues relating to child and adult sexual exploitation.”

Survey respondent

“Increasing numbers of people affected by systems changes such as Universal Credit ... reduction in gender specific provision for example in drug and alcohol misuse services. And an unwillingness of commissioned services on performance related contracts to take on the more complex women.”

Survey respondent

Figure 21 / **Annual income of women's organisations**



Funding for the women's sector

NCVO conducted analysis of 96 organisations from Clinks' database that provide tailored services for women in contact with CJS. Their total annual income was £85,027,240. Most (63%) were medium-sized organisations with an income between £100,000 and £1m. There was only one organisation with an income of £10k to £25k.

This is a somewhat unexpected result given our knowledge of the women's voluntary sector in criminal justice as being mostly made up of small organisations, and particularly given our survey findings this year indicated that the majority of organisations providing tailored support to women are local organisations. The result may have been skewed by larger organisations who provide a tailored service or project for women, but also have a greater range of services for a broader group of people.

KEY FINDING

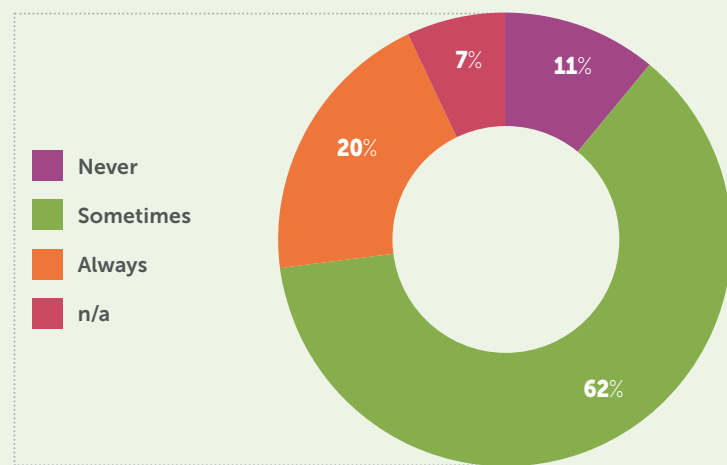
Organisations providing tailored support to women are less likely to achieve full cost recovery on the contracts they are delivering

Organisations that provide a tailored service to women were significantly more likely (69%) to say they are delivering under contract or sub-contract, compared to those that do not provide specialist services for women (53%). However, they were also significantly less likely to report achieving full cost recovery on contracts.¹⁴ Only 20% of organisations that provide tailored support for women reported they always achieve full cost recovery compared to 45% of those that don't provide tailored support for women. 62% said they only sometimes achieve full cost recovery compared to 40% of organisations that do not provide tailored support to women.

Additionally, organisations providing tailored services for women were also more likely to report having to subsidise the shortfall with their own reserves (69%) and other funding sources (59%). However, only 18% said that they have reduced or closed services because of shortfalls in funding. This is concerning and indicates the fragility of vital, tailored services for women.

The majority of organisations providing tailored support to women were very likely (51%) or somewhat likely (23%) to say that they would want to continue delivering their service if they did not receive the contract funding. This is higher than organisations that do not provide tailored services to women (24% and 24% respectively). However, despite wanting to continue the service, 50% said they would be very unlikely to be able to continue delivering it without the contract funding, and a further 19% were somewhat unlikely to be able to.

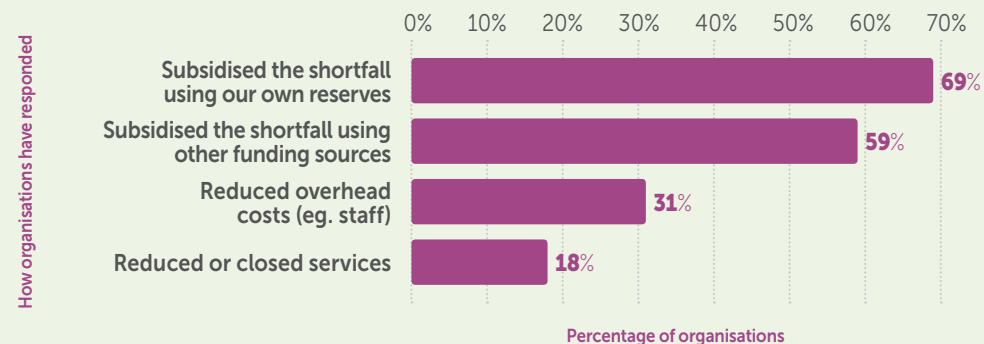
Figure 22 / **Full cost recovery for organisations providing tailored support to women**



Where next?

Despite the low response rate, these findings have given us an indication of some of the challenges experienced by organisations providing tailored support to women in contact with the CJS. We can see these organisations are experiencing acute challenges – both in relation to responding to the needs of their service users and achieving full cost recovery on the contracts they are delivering. In response to these findings, alongside intelligence garnered through ongoing engagement with the voluntary sector, Clinks will develop the tailored support we offer to these organisations to ensure they are able to flourish and can continue to provide their much needed services to women.

Figure 23 / **How organisations providing tailored support to women have responded to shortfalls in contract funding**



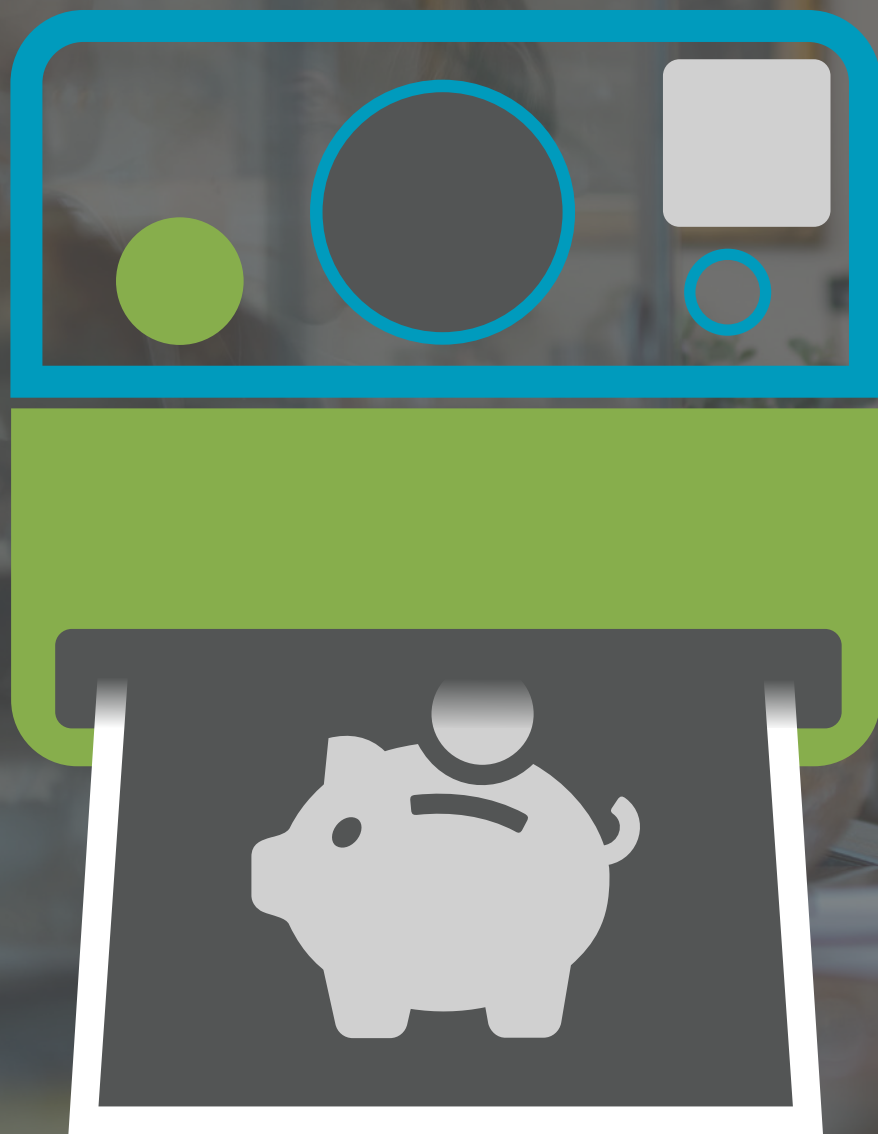


Photo: Clinks member, Rees Foundation

How services are funded

Voluntary organisations working with people in contact with the CJS receive funding from a variety of sources, including from national and local government, as well as charitable trusts and foundations. Some organisations also receive donations from the public but this is uncommon, especially compared to the UK-wide voluntary sector. The way organisations receive this income varies with some organisations delivering contracts, whilst others, especially smaller organisations, rely mainly on grants.

This section of the report predominantly reflects the information gathered from NCVO's analysis of financial accounts submitted to the Charity Commission between the financial years 2008/09 and 2016/17. In total, 1,475 organisations' financial information was analysed.

During our analysis, we split organisations into two groups:

- Specialist criminal justice organisations – whose main purpose is to work in criminal justice
- Non-specialist criminal justice organisations – whose service users might include people who have a conviction, but working in criminal justice is not their main purpose.

There were 316 specialist criminal justice organisations, and 1,159 non-specialist organisations, in our sample. We separated the data in this way so we could compare the two groups and to keep the methodology consistent with our approach over the last three years. We have focused on the trends and experiences for specialist criminal justice

organisations but, where possible, have made comparisons to non-specialist organisations alongside NCVO's UK Civil Society Almanac.

The way we analysed and represent the data from the Charity Commission has not changed in the last three years and many of the trends in the information remain.

Each year we have seen a broadly consistent picture in terms of the size of the sector, where organisations receive their funding from and how they receive it. It should be noted that because the sample used this year was not exactly the same as last year, the findings are not directly comparable. However, considering last year's findings when analysing this year's is important as it enables us to identify where new things have emerged and which findings have remained consistent.

What has remained consistent for voluntary organisations working in criminal justice and what has changed?

KEY FINDING

Specialist criminal justice organisations remain smaller than non-specialist criminal justice organisations

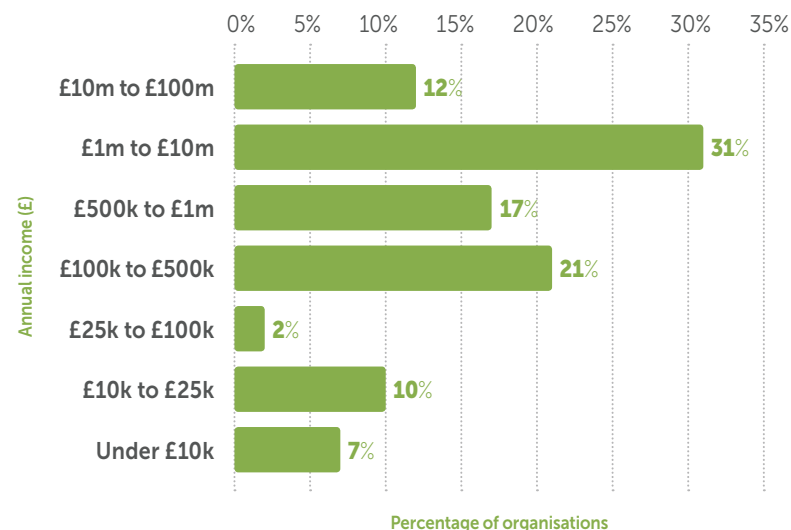
Voluntary organisations working with people in contact with the CJS are an essential part of the criminal justice landscape. In total they received an income of £6,929.9m in 2016/17. Specialist criminal justice organisations received an income of £641.4m whilst non-specialists received an income of £6,288.5m for the same year.



A snapshot of organisations working in Wales

NCVO conducted further analysis for organisations whose head office is in Wales. We have used this to identify which organisations provide services specifically in Wales. There were a total of 42 organisations in this sample, with the majority of organisations with an income of less than £1m. The largest group were classed as medium-sized organisations and had an income of between £100,000 and £1m.

Figure 24 / **Number of organisations in Wales, by income, 2016/17**



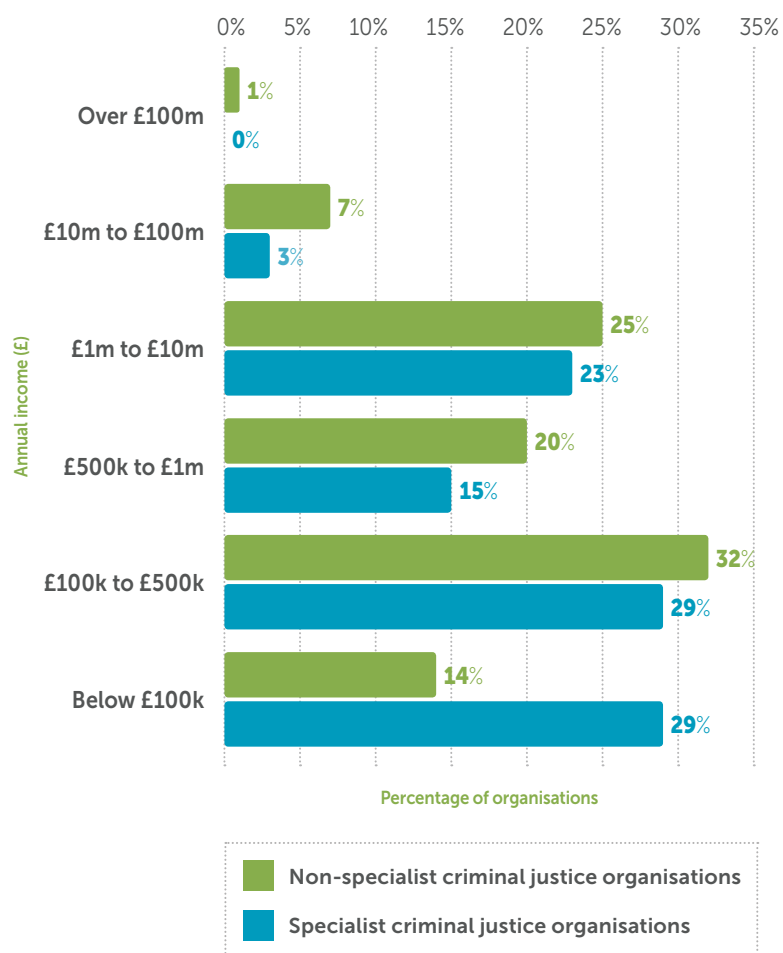
Analysing the distribution of organisations across different income bands shows that there is a greater number of larger organisations in the non-specialist group, whilst the specialist criminal justice organisations tend to be smaller.

- 29% of criminal justice specialist organisations have an income of less than £100k compared to 14% of organisations in the non-specialist group
- 33% of organisations in the non-specialist group generate more than £1m compared to only 27% of the criminal justice specialist group.

This difference in the size of organisation should be considered when interpreting differences between the two groups.

As with previous years, both specialist and non-specialist criminal justice organisations rely on funding from a variety of sources which they receive in different ways. The following information highlights the source of the income (who provides it) and the type of income (such as a grant, contract or donation) for specialist and non-specialist criminal justice organisations. The terms used to describe the types of income are defined as follows:

- **Voluntary income** – is given freely by a donor (whether from an individual, trust and foundation, the government or a company). It can include grant funding.

Figure 25 / **Number of organisations by income band, 2016/17**

- **Earned income** – is received in return for providing a service. For income from the government this includes contracts; from individuals it consists of fees for services.
- **Investment income** – is received as a return on investment assets. This includes property, stocks and shares or other similar assets.

Government is the largest source of income for both specialist and non-specialist criminal justice organisations. For non-specialist criminal justice organisations government income makes up 51% of their total income. In 2016/17, government income makes up 66% of the total income of specialist criminal justice organisations.

Specialist criminal justice organisations have also seen an increase in funding from individuals compared to the last financial year. The figures are 24% and 18% respectively. The rise in income from individuals comes mainly from earned income. In 2015/16 organisations received £90m as earned income from individuals but this grew to £113.9m in 2016/17. This could show that organisations are adapting to less funding from the government and changing the way they work to diversify their income to generate funds from alternative sources. See Figures 26 and 27, page 52.

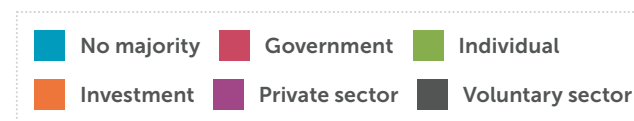
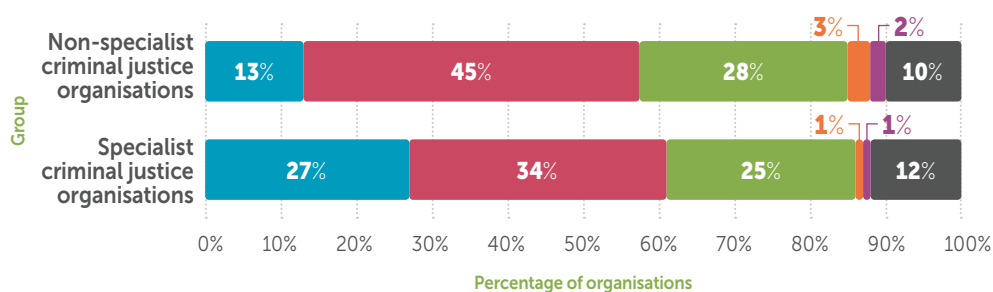
The importance of government funding for organisations is also demonstrated by the majority income source. This is defined as the income that accounts for over 50% of each organisations' total income. In 2016/17 the majority income source for both specialist and non-specialist criminal justice organisations was the government, with the figures being 34% and 45% respectively. The data also shows the larger the organisation the more likely they are to rely on income from the government. See Figure 28, page 52.

Figure 26 / **Income source and type for non-specialist criminal justice organisations in 2016/17 (£m)**

Income source	Type of income (£m)				
	Voluntary	Earned	Investment	Total	% of income
Government	523.3	2,649.0	0.0	3,172.3	51%
Individuals	1,248.1	889.6	0.0	2,137.8	34%
Corporate	102.3	151.9	0.0	254.2	4%
Voluntary sector	227.6	109.1	0.0	336.7	5%
National Lottery	67.8	0.0	0.0	67.8	1%
Investment	0.0	0.0	246.8	246.8	4%
Total	2,169.0	3,799.6	246.8	6,215.6	
% of income	35	61	4		

Figure 27 / **Income source and type for specialist criminal justice organisations in 2016/17 (£m)**

Income source	Type of income (£m)				
	Voluntary	Earned	Investment	Total	% of income
Government	48.4	373.0	0.0	421.4	66%
Individuals	36.2	113.9	0.0	150.2	24%
Corporate	3.8	8.0	0.0	11.7	2%
Voluntary sector	19.5	13.0	0.0	32.5	5%
National Lottery	11.6	0.0	0.0	11.6	2%
Investment	0.0	0.0	9.5	9.5	1%
Total	119.5	507.9	9.5	636.9	
% of income	19	80	1		

Figure 28 / **Majority income source by group, 2016/17 (%)**

KEY FINDING

Small specialist criminal justice organisations are more reliant on government grants than contracts

Grants remain an important source of income for organisations. Specialist criminal justice organisations received £48m from government grants, whilst non-specialist organisations received £523m in grant funding. Between 2008/9 and 2016/17 non-specialist organisations experienced a 200% increase in the amount of grant funding they receive from the government, whilst specialist criminal justice organisations experienced a 60% increase during the same time period.¹⁵

When we analyse this data by size of organisation, we can see that small specialist organisations receive a higher proportion of their government funding from grants than contracts.

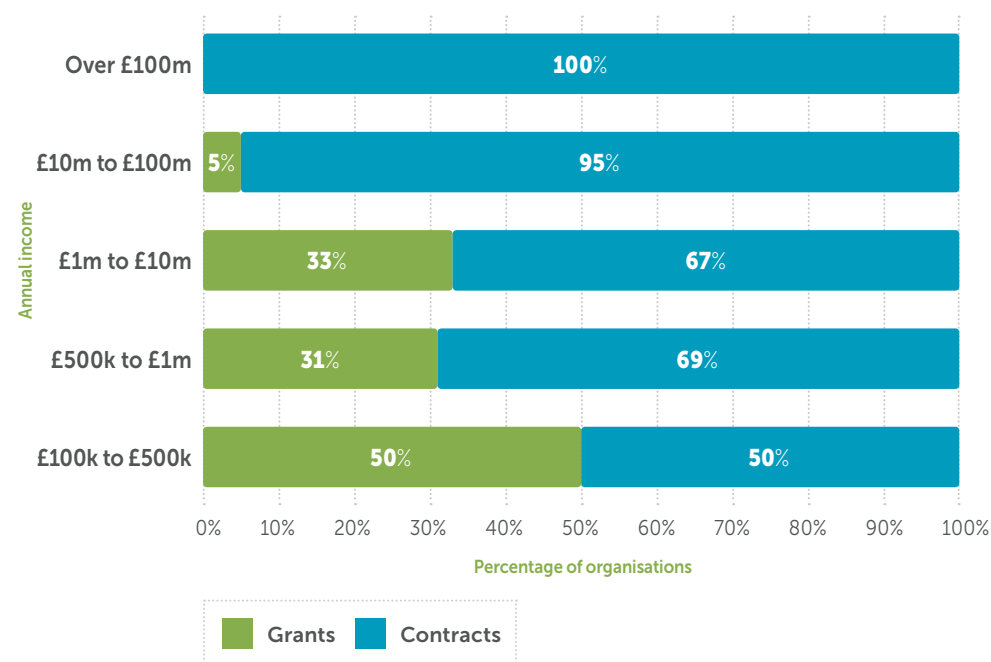
- Specialist criminal justice organisations with an income between £100-£500k receive 50% of their funding from government grants
- Specialist criminal justice organisations with an income between £10m-£100m receive 5% of their income from government grants.

KEY FINDING

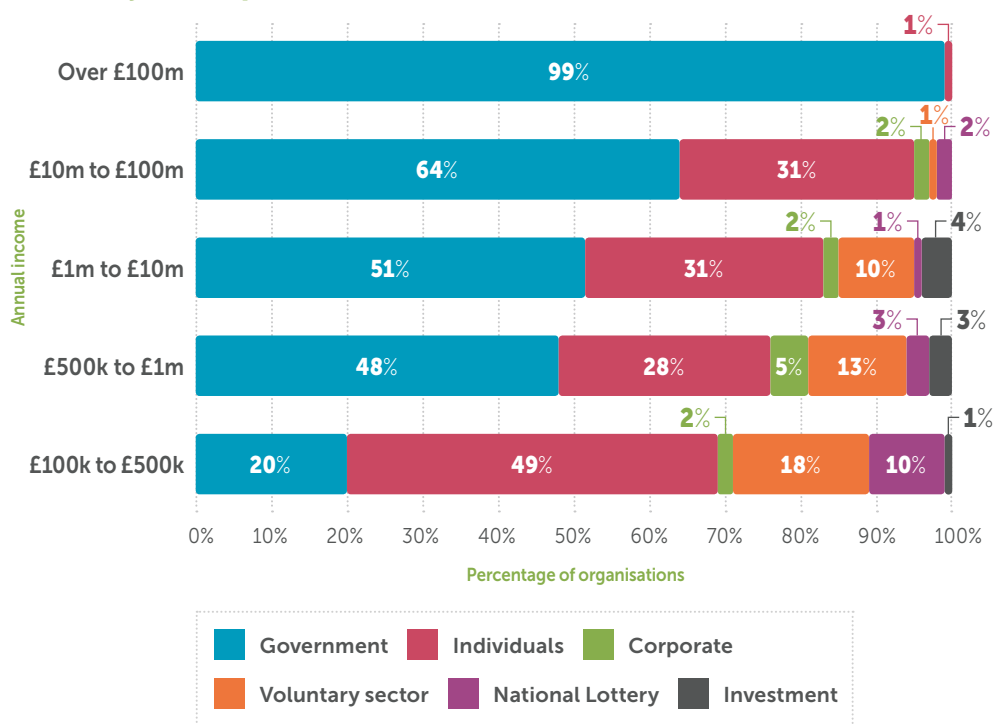
The smaller the organisation, the more reliant they are on grant funding from charitable trusts and foundations

When we break down income data by size of organisation, we see that the smaller the organisation the more reliant they are on income from the voluntary sector, which includes charitable trusts and foundations. This is true for both specialist and non-specialist criminal justice organisations in 2016/17.

Figure 29 / **Type of government income by income band, criminal justice specialist organisations 2016/17 (%)**

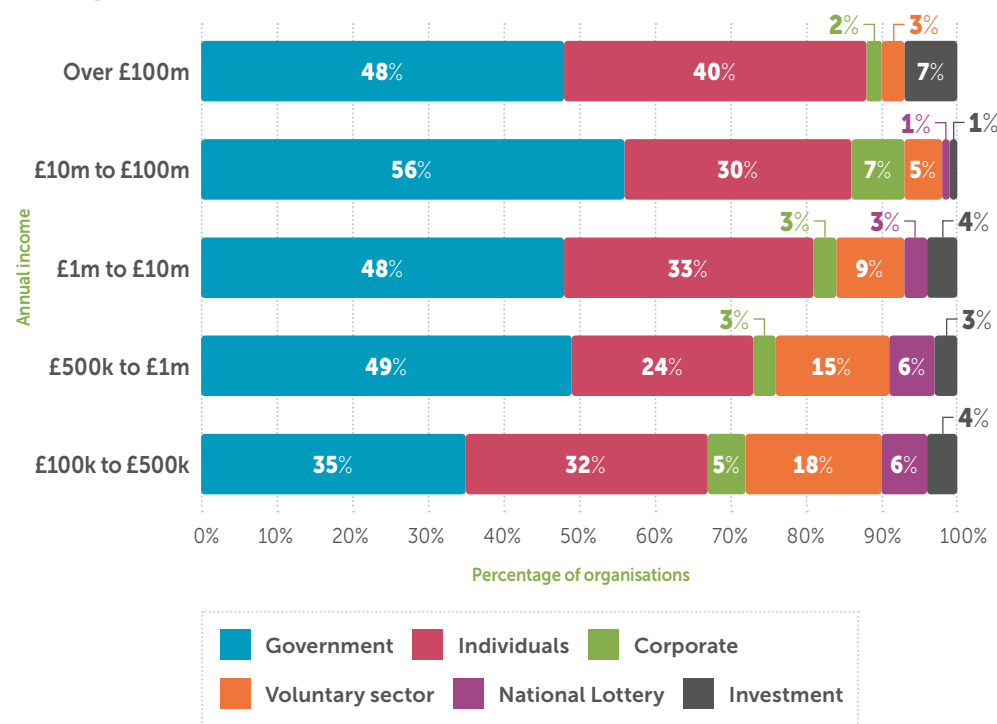


- Specialist organisations with an income between £100k and £500k received 18% of their income from voluntary sector sources
- Specialist criminal justice organisations with an income between £1m and £10m received 10% of their income from voluntary sources
- Non-specialist criminal justice organisations with an income between £100k and £500k received 17% of their income from voluntary sector sources
- Non-specialist criminal justice organisations with an income between £1m and £10m received 9% of their income from voluntary sector sources.

Figure 30 / **Income sources by income band, criminal justice specialists 2016/17 (%)**

Looking at the majority income source by size of organisations, the trends remain consistent. In 2016/17:

- 9% of specialist criminal justice organisations with an income between £100k and £500k received the majority of their income from voluntary sector sources. This is true for 6% of organisations with an income between £1m to £10m.

Figure 31 / **Income sources by income band, non-specialists 2016/17 (%)**

- 11% of non-specialist criminal justice organisations with an income between £100k and £500k received the majority of their income from voluntary sector sources. This is the case for 5% of organisations with an income between £1m to £10m.

Figure 32 / **Majority income source by income band, criminal justice specialists 2016/17 (%)**

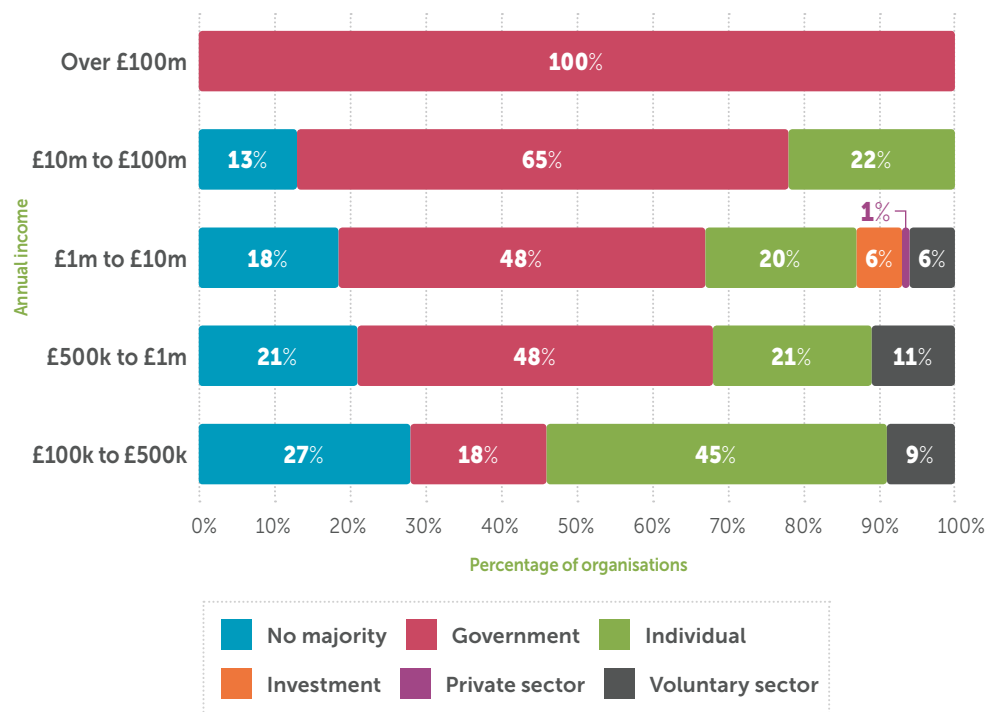
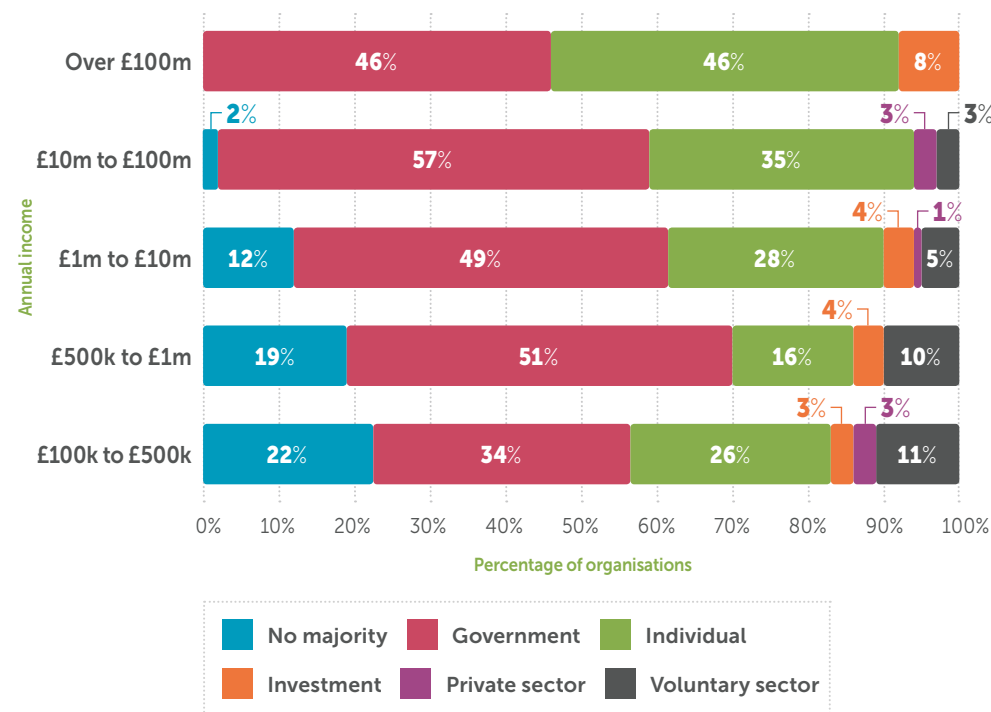


Figure 33 / **Majority income source by income band, non-specialists 2016/17 (%)**



KEY FINDING

Organisations continue to subsidise contracts because they are often unable to achieve full cost recovery

According to our survey, the majority of organisations (55%) are delivering their services under contract or sub-contract. Of these organisations, only 28% said they always achieve full cost recovery on

the contracts they are delivering, 50% said they sometimes receive it whilst 16% told us they never receive full cost recovery.¹⁶

When we split the data further, it shows that 40% of organisations set up to support and provide tailored services for families of people in contact with the criminal justice system never achieve full cost recovery on the contacts they are delivering, although this is not statistically significant.*

* Statistical significance shows that there is a pattern or relationship between the data, which is not attributed to chance.



Figure 34 / **Do you achieve full cost recovery on the services you are currently delivering under contract or subcontract?**

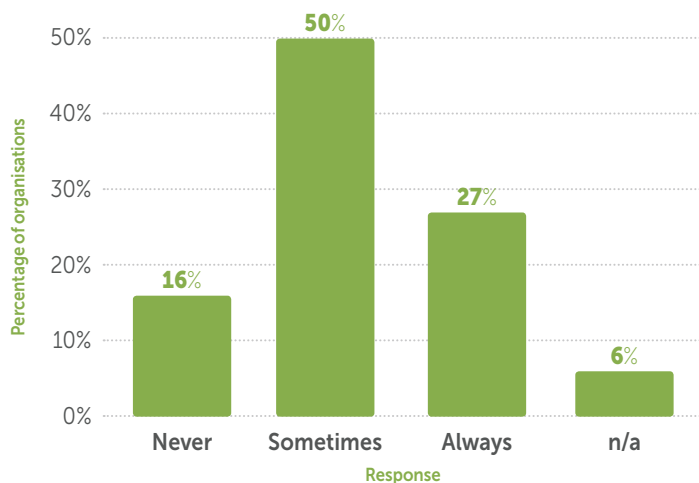
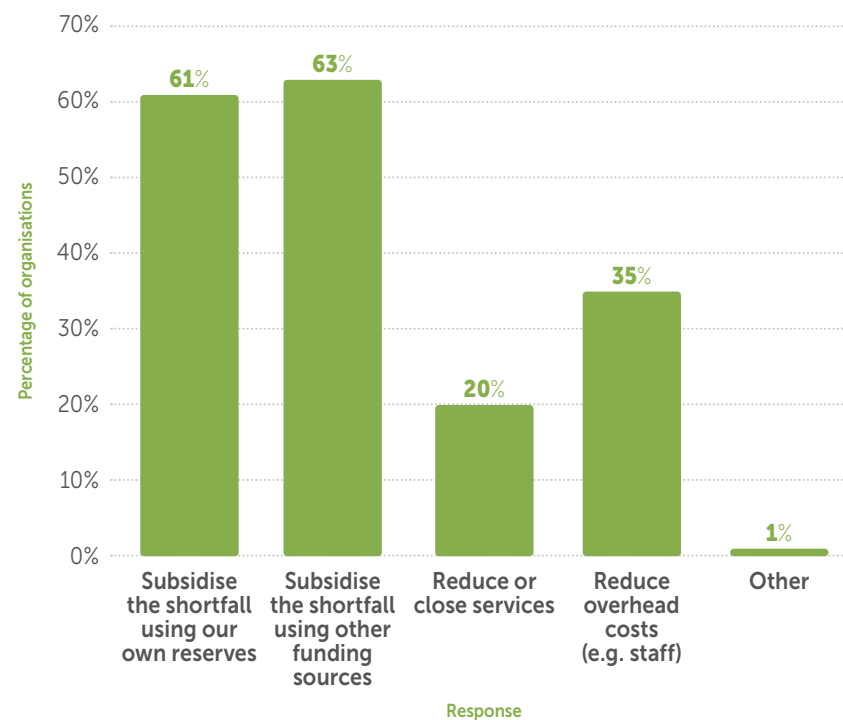


Figure 35 / **Have you done any of the following as a direct result of not achieving full cost recovery for a contract in the last year?**



“For us it is becoming very hard. Some funders are not agreeing to pay overheads and others are reducing the overheads contribution. [Our] contracts have [had] no uplift for inflation and pay rises/ increments. One of our contract’s value has been the same since 2014 and will remain the same until 2024. We are constantly looking to bring in unrestricted income and have had to invest in a post to do this.”

Survey respondent

What has changed for organisations?

Many things have remained consistent for organisations, but the data shows some things have changed. Small specialist criminal justice organisations have experienced a significant change in their funding portfolio. They receive increasing levels of funding from local rather than national government and there's an overall decline in their grant funding. At the same time, organisations are receiving more earned income, both in the form of contracts and fees for service, indicating that organisations are adapting the way they are generating their income.

KEY FINDING

Specialist criminal justice organisations receive more funding from local than central government

Income from the government is the largest income source for charities working in criminal justice, especially for the largest specialist criminal justice charities.

When we look at the data in more detail, we see that specialist criminal justice organisations have experienced a significant change in the way they receive statutory funding. In 2008/9, 64% of statutory funding was from central government and 36% from local government. In 2016/17, this situation reversed with specialist criminal justice organisations receiving a higher proportion of their funding from local government (54%) compared to central (45%) government. Non-specialist criminal justice organisations also receive a higher proportion of their income from local compared to central government.

Figure 36 / **Income from government by government tier, criminal justice specialist organisations 2008/09 to 2016/17 (£m, 2016/17 prices)**

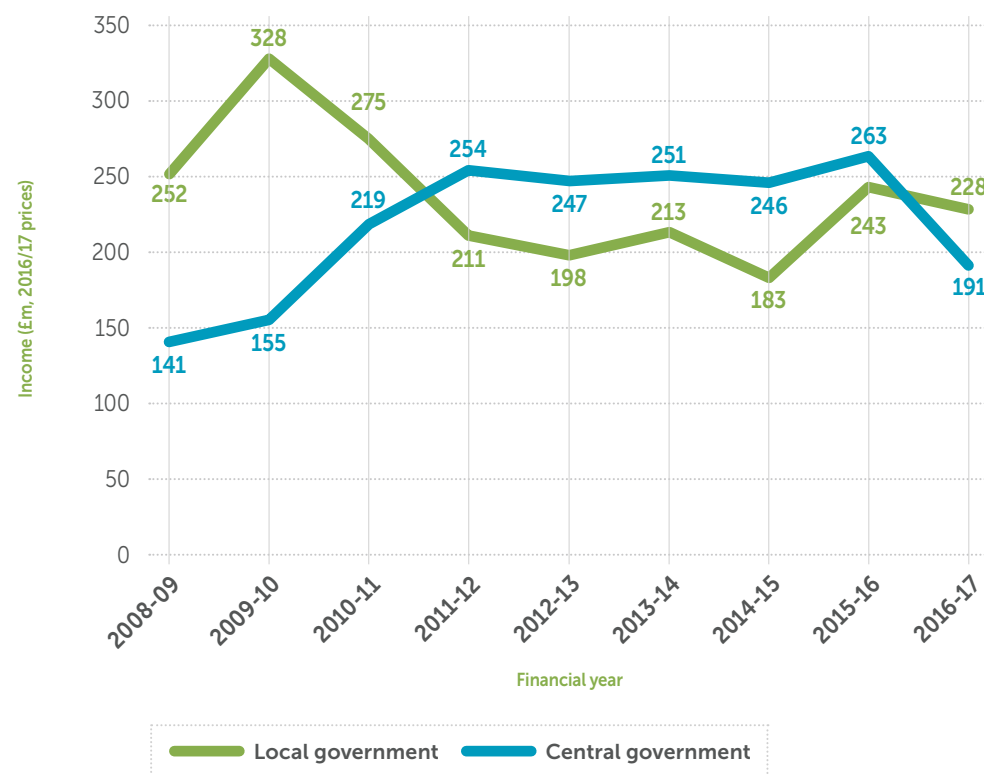
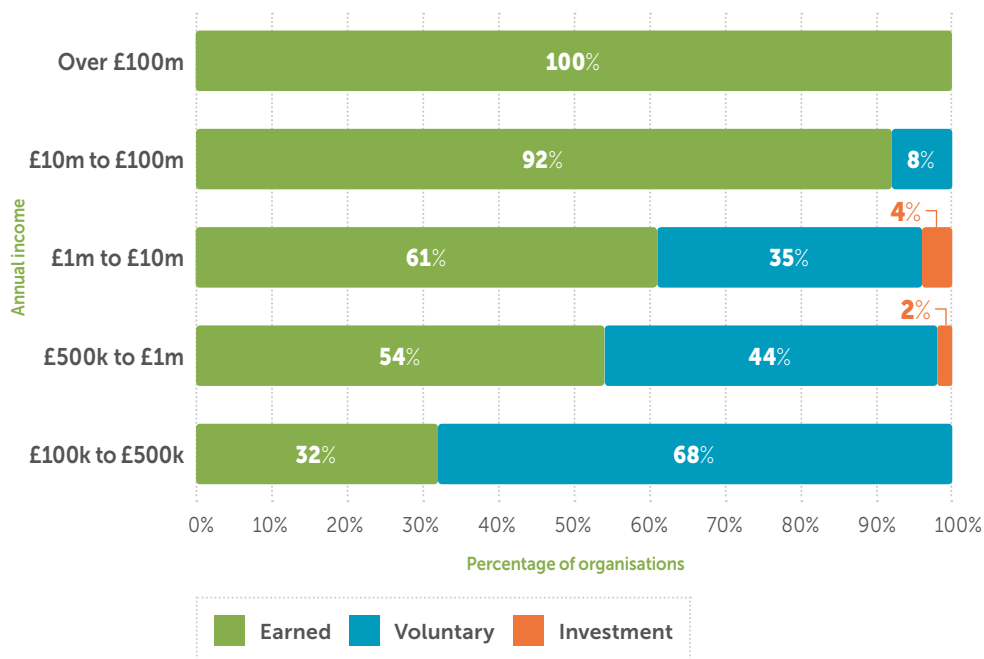
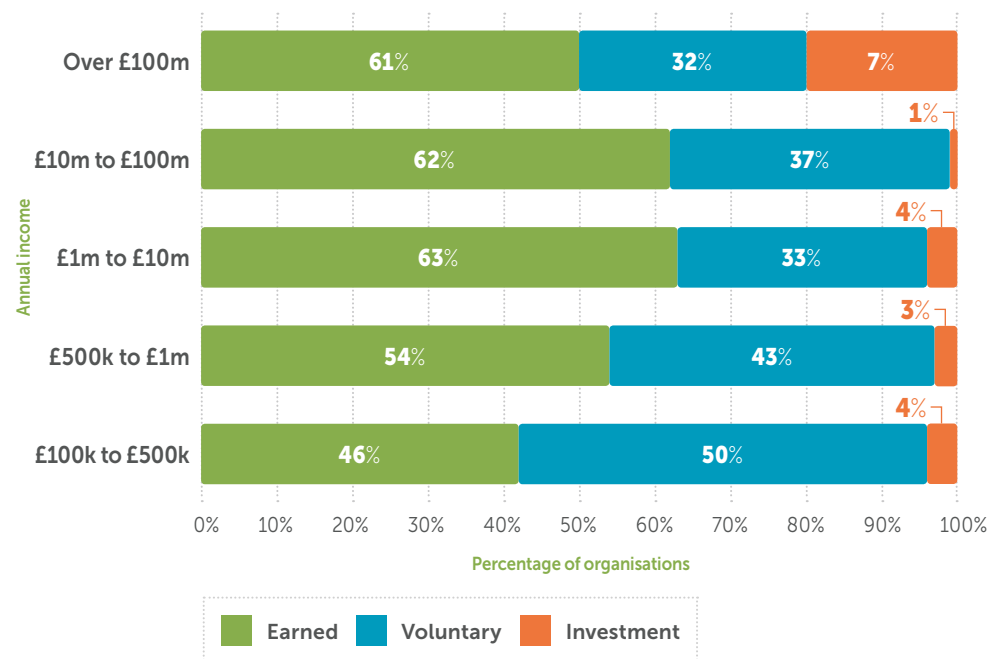


Figure 37 / **Income types by income band, criminal justice specialist organisations 2016/17 (%)**Figure 38 / **Income types by income band, non-specialists 2016/17 (%)****KEY FINDING**

Organisations are responding flexibly to a reduction in grant funding and are increasing their earned income

Voluntary income, which includes grants, remained important for organisations working in criminal justice, especially those that are smaller. In 2016/17:

- Specialist organisations with an income between £100k and £500k received 68% of their income as voluntary income
- Specialist organisations with an income between £1m and £10m received 35% of their income as voluntary income
- Non-specialist organisations with an income between £100k and £500k received 51% of their income as voluntary income
- Non-specialist organisations with an income between £1m and £10m received 34% of their income as voluntary income.

This important source of funding has been in decline for specialist criminal justice organisations. In the nine year period between 2008/09 and 2016/17, specialist criminal justice organisations have experienced a 17% decline in voluntary income, whilst non-specialist organisations experienced a 53% rise in this source of income. During the same time period, specialist organisations experienced a 22% increase in earned income, which includes both contracts and fees for service.

When we look at the income organisations receive from individuals, we can see specialist criminal justice organisations have experienced a significant change in how they receive this income, relying more heavily on fees for services. Income from individuals can be categorised into two main types:

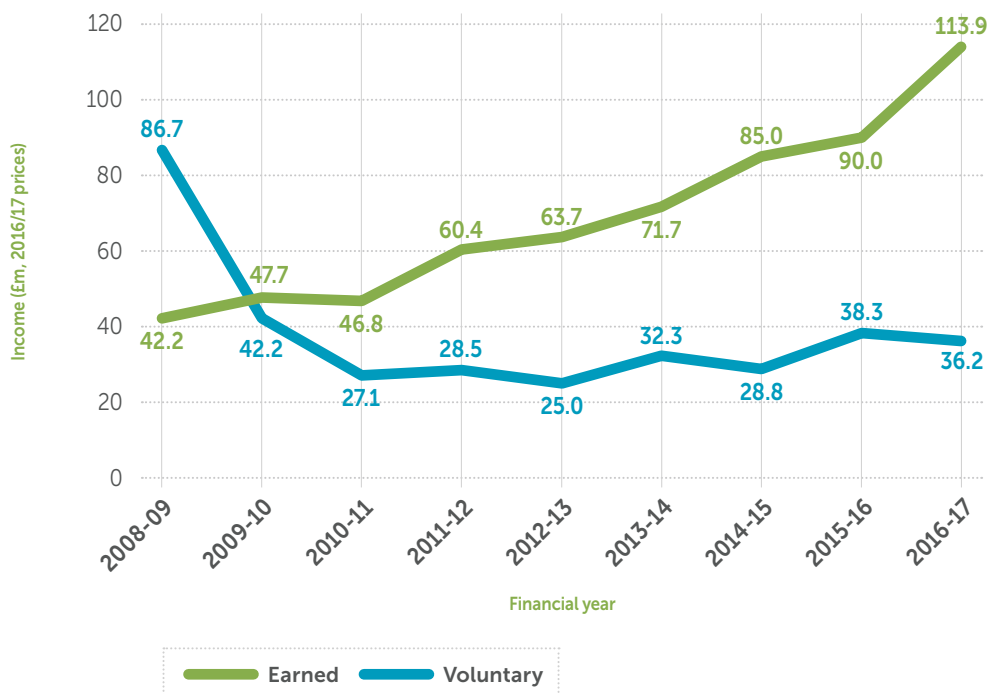
- **Fees for services:** Income earned through charities providing charitable services – examples include tuition fees for training, micro-credit schemes, and selling equipment.
- **Donations:** Income given freely by individuals, including donations and legacies.

In 2008/09 criminal justice specialist organisations received three fifths (60%) of their £144.6m income from individuals in the form of donations and the rest (40%) in fees for service. Eight years later in 2016/17, this trend has completely reversed with organisations receiving more than three quarters (76%) of their £150.1m income from individuals in fees and the remainder (24%) in donations. Non-specialist organisations experienced a 13% reduction in earned income between 2008/09 and 2016/17 and a 21% increase in donations over the same period.

Figure 39 / **Change of income by income type, by group between 2008/09 and 2016/17 (2016/17 prices)**



Figure 40 / **Income from individuals, criminal justice specialist organisations 2008/09 to 2016/17 (£m, 2016/17 prices)**



This change in the funding profile of specialist criminal justice organisations indicates that they might be adapting their services to enable them to receive fees for service, which could involve expanding their work to include a social enterprise element to their work. This trend is in line with the experience of voluntary organisations that work across England and Wales.

Figure 41 / **Income from individuals, non-specialist organisations 2008/09 to 2016/17 (£m, 2016/17 prices)**

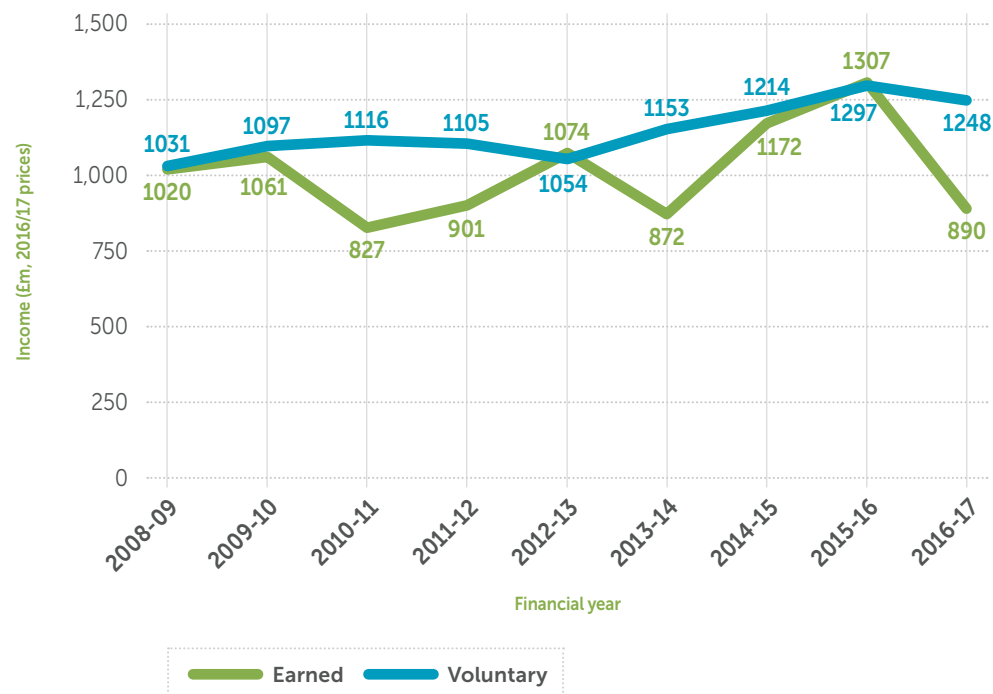
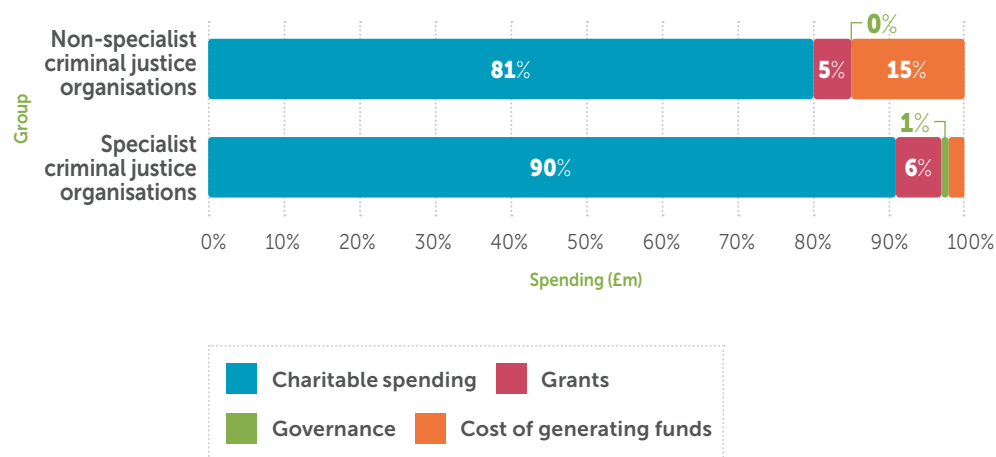
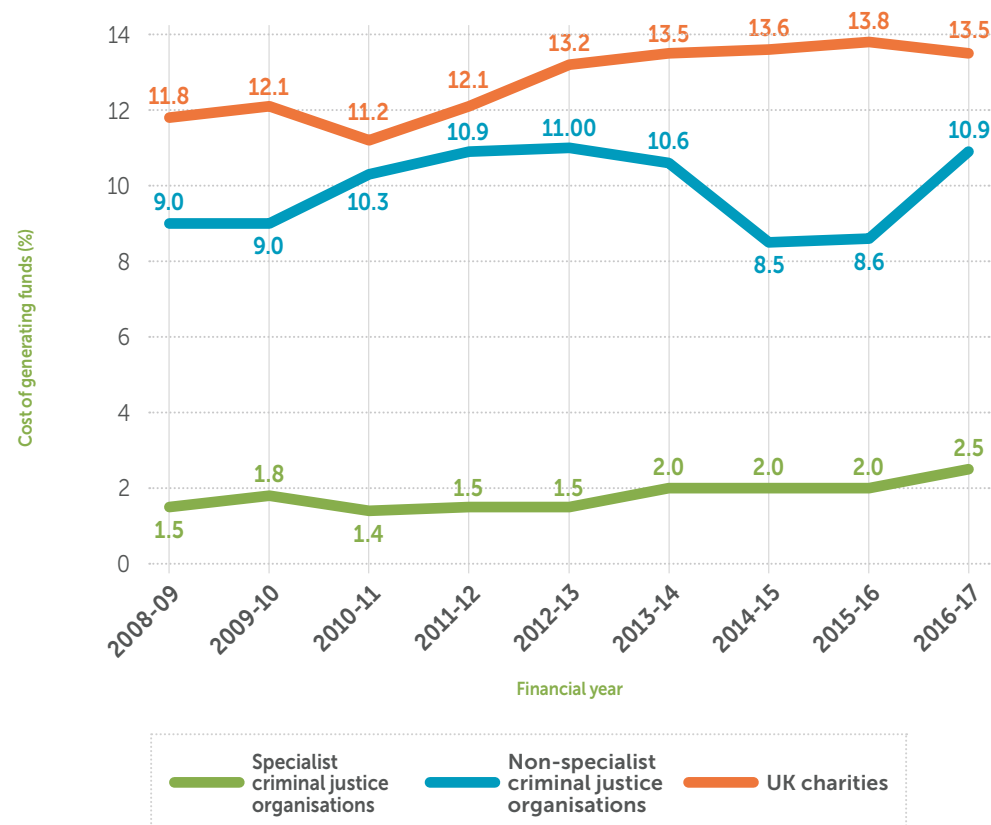


Figure 42 / **Breakdown of spending by group, 2016-17 (%)****KEY FINDING**

Criminal justice organisations spend more on charitable activities and less generating funds than the wider UK voluntary sector

In 2016/17, specialist criminal justice organisations spent 96% of their total expenditure on charitable activities, whilst non-specialist organisations spent 86% of their total expenditure on this. This includes direct spending and indirect spending such as grant giving. These figures are significantly higher than the UK voluntary sector as a whole, who spent 85% of their total expenditure on charitable activities.

Small specialist criminal justice organisations spend less of their total spending on generating income (3%) than non-specialist criminal justice organisations (11%) and the UK voluntary sector as a whole (14%) and also have a higher

Figure 43 / **Cost of generating funds as % of total spending by group, 2008/09 to 2016/17 (%)**

fundraising ratio. This indicates they are more efficient with the funds they generate. The fundraising ratio measures the income generated for every pound spent on generating funds. Criminal justice specialist organisations had a higher fundraising ratio of £7.60 in 2016/17, compared to £4.00 for non-specialist organisations. The average for UK organisations was £4.50.

KEY FINDING

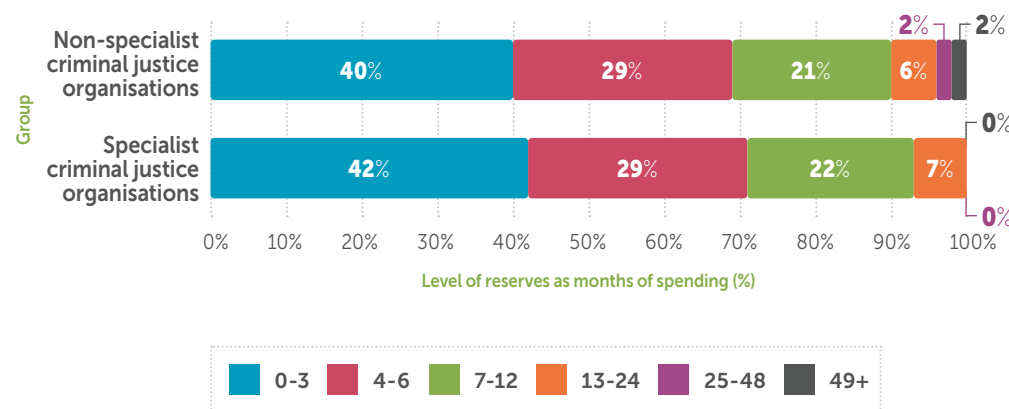
Criminal justice organisations have fewer reserves on average than the UK voluntary sector as a whole

An organisation's level of reserves gives an indication of its vulnerability to external shocks. Free reserves (those assets that can be quickly realised) are often expressed in terms of the months of spending they represent.

In 2016/17, specialist criminal justice organisations had 1.4 months of reserves whilst non-specialist criminal justice organisations had 3 months of reserves, on average. This remains lower than the level of reserves held by the UK voluntary sector as a whole, which on average was 6.3 months in 2016/17 (excluding grant-making foundations).

The data also shows that 71% of specialist criminal justice organisations and 69% of non-specialist criminal justice organisations had less than 6 months of reserves available to them.

Figure 44 / **Proportion of organisation by level of reserves (as months of spending) by group, 2016/17 (%)**



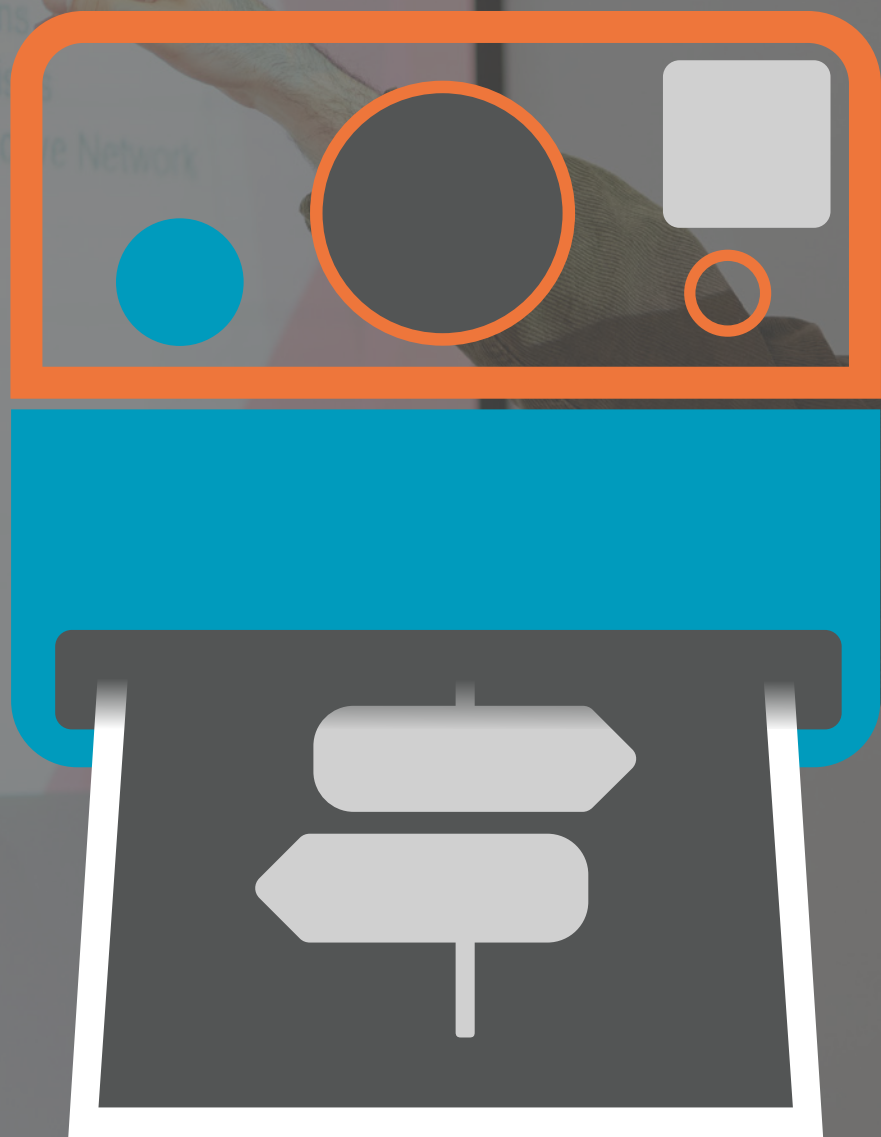


Photo: Clinks annual conference 2019

Where next?

This is the seventh year that Clinks has undertaken our state of the sector research and, year on year, organisations continue to demonstrate how diverse and driven they are. The findings give us a lot to celebrate, but the picture we've built up over the years shows there are a number of deep-seated and systemic challenges facing organisations. To ensure a vibrant, independent and resilient voluntary sector these need to be addressed.

Last year our State of the sector research had a thematic focus on supporting people with protected characteristics. From our findings we made three commitments and we've undertaken a range of work over the last year to meet these:

1 / To promote a better understanding of tackling inequalities in the CJS

We are members of HM Prison and Probation Service's (HMPPS) external advice and scrutiny panel for implementation of the Lammy Review recommendations and the Advisory Board for Female Offenders (ABFO). This enables us to represent the experiences of those groups, and the organisations that deliver tailored support to them, to officials and key decision makers and to provide challenge to the government. We continue to seek out opportunities to promote a better understanding of tackling inequalities amongst key stakeholders and capitalise on opportunities for organisations in the sector to engage in policy in this area. We have submitted a number of consultation responses this year which raise the impact of policy and practice on people with protected characteristics. We are committed to working in partnership with and alongside tailored services in this work and wherever possible we engage with our members to feed into our responses.

2 / To support good partnership working with organisations that provide tailored services to particular groups with protected characteristics

We have hosted a number of networking opportunities for the voluntary sector to encourage collaboration. These include regional criminal justice forums throughout England and Wales and our women's networking forum which connects organisations that provide tailored support to women, enabling them to share challenges, solutions and best practice. We will review the women's networking forum in the coming year to ensure that it continues to respond to the needs of our members delivering services to women. Our 2019 annual conference also included a plenary session, entitled 'Race Equality: being the change we want to see', to highlight how working in partnership with the BAME-led sector can help ensure that the needs of BAME service users are met.

3 / To advocate for organisations delivering tailored services, demonstrating their essential value and the need for them to receive sustainable, long term grant funding

We continue to proactively work with stakeholders to do this, including charitable trusts and foundations. We have presented at a roundtable of funders about funding and supporting BAME-led organisations. We continue to advocate for people with protected characteristics, and the role of small organisations that support them, in the government's review of probation. This includes working to ensure that service design meets the needs of people with protected characteristics and highlighting the need for grant funding and commissioning requirements for services that meet the needs of these groups.

Responding to this year's findings

Our State of the sector research provides an important source of evidence on the challenges that organisations working with people in contact with the CJS are facing. We have used the intelligence gathered over the last seven years to inform Clinks' priorities and the support we provide to our members, including the development of our 2019-22 strategy *Creating Change Together*. A number of key systemic issues have been highlighted year on year and it is clear that they require sustained and ongoing challenge.

This year, the findings continue to indicate that organisations providing a tailored service for people with protected characteristics are being hit the hardest. This suggests people with protected characteristics are being disproportionately pushed into a place of greater need and vulnerability. People with protected characteristics often experience multiple disadvantage and worse outcomes in the CJS and can be excluded from mainstream services. Tailored support delivered by services designed for them is vital. But from our ongoing dialogue with the sector, this is often provided by smaller, locally-embedded organisations who lack the resources to navigate complex commissioning processes and face being squeezed out by larger organisations. **Clinks will continue to raise the experiences and unequal outcomes of people with protected characteristics and advocate on behalf of organisations that provide tailored support for them.**

There are increasing numbers of people accessing organisations' services and they have needs that are growing more urgent and complex. This is putting inevitable pressure on organisations and their staff and volunteers. Alongside this we are seeing a reduction in grant funding. Organisations continue to tell us that they are covering the cost of referrals from statutory services from other sources and that those delivering under contract cannot

achieve full cost recovery. A number of organisations also told us about how they are struggling in a complex, competitive and changing commissioning environment. When we consider these findings alongside each other, it indicates that organisations are having to meet an increasing demand on their services with less resources. **To support organisations in navigating these challenges, we will continue to help them explore alternative fundraising options, advocate for grants, and represent the needs and experiences of the sector in the design of commissioning processes – especially important as the probation system undergoes reform.**

This year's findings reinforce the concerns raised in our *State of the sector 2018* report, which highlighted the damaging impact of welfare reforms, Universal Credit and lack of housing for people who have been in contact with the CJS. These concerns are exacerbated for people being released from prison due to a lack of resources in prison, lack of resettlement support and increasing challenges around arranging accommodation, bank accounts and Universal Credit on release. Welfare reform and the roll out of Universal Credit continues unimpeded but much more needs to be done to improve policy and practice, and address the issues and challenges highlighted by the sector. The government has also published its Rough Sleeping Strategy in 2018 to reduce the number of rough sleepers in England, which includes a specific focus on people leaving prison. This is welcome and there is an urgent need for its implementation but rough sleeping is only the tip of the iceberg of homelessness. The MoJ and HMPPS have engaged well with the voluntary sector in the development of an accommodation strategy, but progress in addressing these issues is still too slow.

Policy change is not keeping up with the urgency or breadth of these issues. The resource attached to the strategies and policy change designed to address these challenges is not nearly enough to implement them

effectively and to achieve large scale change. Over the last two years welfare and accommodation for people in contact with the CJS have become an increasing area of focus for our policy work and we will continue to look for opportunities to influence change. **We will be working with our members in the coming year to revisit our policy priorities in *Clinks Thinks*¹⁷ to make sure they are responding to our members' needs and experiences.**

Forthcoming changes to sentencing, prisons and the probation system will present further challenges to organisations, the majority of whom our surveys have shown work with people in custody, through the gate or under probation supervision. It is important during this turbulent time to know the health and experiences of the sector so we can advocate for organisations in those reform processes, represent their experiences, make sure key decision makers hear the issues that matter most to our members, and support them through these transitions. **We will continue to monitor how organisations in criminal justice are faring and will be launching our next State of the sector research activity in 2020.**

Appendix 1: Methodology

The data represented in this report was obtained from two different sources: a survey and financial data analysis.

Survey

The survey was sent out to Clinks contacts and shared through multiple communication channels including social media. It was open for about seven weeks, between 22 May 2019 and 5 July 2019. The survey focused on three main areas: service users, service delivery, staff and volunteers.

There were a total of 256 responses, of which 245 were used for analysis. As the online survey was open to everyone, and as some organisations who completed the survey could not be identified because they chose not to leave their contact information or charity number, it is challenging to determine if the results are representative of voluntary sector organisations working in criminal justice.

NCVO compared the organisations of the survey with the financial data analysis and found that the survey results may be slightly skewed towards larger organisations. However, as not all organisations gave their charity number, this comparison is only based on 58% of the survey respondents.

NCVO conducted further analysis to compare responses by whether organisations provide services to people with characteristics that are protected under the Equality Act 2010. 132 (54%) respondents indicate that

they do so; 52 (21%) provide specific support and tailored services for groups with protected characteristics, and 80 (33%) provide services for those with protected characteristics alongside serving a broad range of people. A definition of protected characteristics was provided with the relevant question. There is a large enough sample in each group to give robust results.

Charity financial data

The population for this analysis is based on Clinks members and contacts that are registered charities. In total 1,475 charities were identified.

Those charities were then grouped into:

- Specialist criminal justice organisations – whose main purpose is to work in criminal justice (n= 316)
- Non-specialist criminal justice organisations – whose service users might include people who have a conviction, but working in criminal justice is not their main purpose (n=1,159).

The Charity Commission's register of charities was used to generate an overview of the charities within the population, including their geographical spread, their size, their total income and expenditure. Additional data submitted to the Charity Commission by organisations with an income over £500k was used to calculate numbers for staff and volunteers. The NCVO's proprietary Almanac sample of charities' annual accounts was then used to identify those charities of interest to Clinks that are also in NCVO's

sample and to estimate a series of more detailed aggregate financial figures including income sources for the entire Clinks population of charities. All figures were produced for the financial years 2008/09 to 2016/17.

As the population for this analysis is solely based on charities that are Clinks members and contacts, it does not represent a complete list of voluntary organisations working in the criminal justice system, and therefore is not representative for all voluntary organisations working in criminal justice.

The number of charities in the population that are also in the Almanac sample are relatively low, especially in lower income bands. Therefore, the figures broken down by income bands do not include charities earning less than £100k, as estimates for those organisations are not robust enough.

The figures for the total income based on the Charity Commission register differ slightly to the total figures in the sections based on the Almanac sample. This is due to values in charity accounts that are not classified and fall into the 'other income source' category. These values are excluded and lead to slightly lower totals compared to the actual total values presented in the population and trends section.

Appendix 2: Glossary of financial terms

Income sources

Income **type** describes how the income is received:

- **Voluntary income** is given freely by a donor (whether an individual, foundation, the government or a company).
- **Earned income** is received in return for providing a service. This service, provided by the charity, can either be in furtherance of the charity's objects, or purely carried out to raise income. For income from the government this would include contracts, for individuals it would consist of fees for services.
- **Investment income** is received as a return on investment assets – property, stocks and shares or other similar assets.

The **source** of income describes who has provided the income:

- **Individuals** including the general public, high net worth donors and legacies. It is important to note that income from individuals can be in the form of donations or as fees for a service or product.
- **Government** including UK central government departments, local authorities, non-departmental public bodies, the NHS and other government bodies. It also includes overseas governments and supranational and international bodies such as the EU, UN and World Bank. Income can come as grants (voluntary income) or contracts and fees for provision of a service (earned income).
- **Voluntary sector** including grants from foundations and earned income from other voluntary organisations.

- **Corporate/business sector** including grants from businesses and any contracts with businesses to provide a service.
- **National Lottery** including grants from any of the UK's national lottery distribution bodies – notably the Big Lottery Fund, Arts Council England and Heritage Lottery Fund.
- **Investment** income is received as a return on investment assets – property, stocks and shares or other similar assets.

Income from individuals

Income from individuals is split into four types:

- **Fees for services**. Income earned through charities providing charitable services – examples include tuition fees for training, micro-credit schemes, selling equipment and services.
- **Fundraising**. Earned income from providing other services. Examples include the selling of goods in a charity shop.
- **Donations**. Income given freely by individuals, mainly charitable donations.
- **Legacies**. An amount of money or property left to someone in a will.

End notes

- 1 More detailed information about our methodology can be found in Appendix 1.
- 2 Protected characteristics are those protected from discrimination under the Equality Act (2010). These include: age; disability; gender reassignment; race; religion or belief; sex; sexual orientation; marriage and civil partnership; and pregnancy and maternity.
- 3 Protected characteristics are those protected from discrimination under the Equality Act (2010). These include: age; disability; gender reassignment; race; religion or belief; sex; sexual orientation; marriage and civil partnership; and pregnancy and maternity.
- 4 Prison Reform Trust (2019) *Bromley Briefings – Prison Factfile*. Online: www.prisonreformtrust.org.uk/Publications/Factfile (last accessed 06.09.2019)
- 5 Please see *The Lammy Review* for more information about disproportionality: www.gov.uk/government/publications/lammy-review-final-report
- 6 When accounting for people that ticked both North and South Wales, which is known as double-counting, the proportion of organisations delivering services in Wales was calculated at 24%.
- 7 For more information about the Charities Act (2016), see: www.unlock.org.uk/projects/changes-charity-rules/
- 8 Please note that this data is based only on organisations with over £500,000 income.
- 9 The data collected as part of the survey and for the financial analysis refer to different financial years, so are not directly comparable.
- 10 The median is the middle number in a distribution of data and is the most accurate way of representing an average when there are large differences in the numbers reported.
- 11 This refers to the median average.
- 12 The chart contains the 11 most frequent volunteer tasks reported by at least 20% respondents.
- 13 It is important to note here that organisations were given the option to tick more than one group of people that they provide tailored support to, as many did. Please see page 19 for information about intersectionality of need.
- 14 Full cost recovery is where funding is secured for all costs, including the direct costs of projects and all overheads.
- 15 This increase in grant income could reflect a change in NCVO's methodology as they increased their efforts to identify grant income, even when they were reported in the accounts as earned income.
- 16 Full cost recovery is where organisations secure funding for all of the costs, including the direct costs of projects and all the overheads.
- 17 Clinks (2017) *Clinks Thinks: criminal justice policy and the voluntary sector*. Online: www.clinks.org/publication/clinks-thinks-criminal-justice-policy-and-voluntary-sector

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

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