

Justice  
Involving  
Volunteers  
in Europe

JIVE

# The role and value of volunteers in the Criminal Justice System

A European study



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Criminal Justice Programme of  
the European Union



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<b>Introduction</b>	<b>4</b>
<b>Executive summary</b>	<b>8</b>
<b>A baseline survey</b>	<b>12</b>
<b>Findings</b>	<b>14</b>
About the respondents and their organisations	14
The status of volunteers within countries	17
Mandatory volunteering	18
The role of volunteers in criminal justice	19
Organisations that involve volunteers	22
Volunteers' roles and service design	24
Representation, partnership, procurement and stewardship	26
Recruitment of volunteers	30
Recruiting (ex) offenders as volunteers	32
Size and scale of volunteering	33
Volunteer training	35
Volunteers working with juvenile or young adult offenders	37
Volunteer support, quality assurance and reward	38
Volunteer motivation	44
Evaluation of volunteering programmes	46
Financing and impact	47
<b>Key findings</b>	<b>50</b>
<b>Recommendations</b>	<b>52</b>
End notes	54



# Introduction

**Justice Involving Volunteers in Europe (JIVE) is a two year project, led by Clinks, that aims to exchange ideas and share good practice on:**

- The role and value of volunteers working with (ex) offenders, their families and victims of crime
- Non-government organisations (NGOs) working effectively in partnership with statutory and private organisations.

**The eight NGO partners are:**

- Aproximar, Portugal
- BAGazs, Hungary
- BRIK Institute, University of Bremen, Germany
- Clinks, England & Wales
- Cooperativa Sociale Cellarius, Italy
- Foundation 180, The Netherlands
- GRADO, Romania
- Penal Justice Reform Foundation, Romania

“ Without my mentor I would have re-offended on the same day I came out of prison.”



JIVE builds on the recommendations of the Policy Agenda for Volunteering in Europe (PAVE)<sup>1</sup> produced at the 2011 European Year of Volunteering, and the Opinion of the European Economic & Social Committee.<sup>2</sup>

The project runs between April 2014 and March 2016, and will consist of:

- 1 A survey and report on the current contribution and value of volunteers in the Criminal Justice Systems of Europe; for dissemination to relevant statutory and non-statutory organisations and European bodies (led by BRIK Institute)
- 2 A volunteer training programme, process map and best practice guide

on volunteer recruitment, training and support (led by Aproximar)

- 3 An evaluation of current practices in cross sector partnerships, to include a report and recommendations for effective co-operation (led by Foundation 180)
- 4 Cross sector seminars to explore ideas and promote the use of volunteers within Criminal Justice Systems and regular e-bulletins outlining project developments (led by Penal Justice Reform Foundation)
- 5 A final conference in Bucharest, Romania to promote and demonstrate the value of volunteers within the Criminal Justice System (CJS) and celebrate the successes of the project (led by GRADO).

Volunteering plays an integral role in a wide variety of settings across Europe's courts, prisons, probation systems and NGOs. Volunteering supports work with (ex) offenders, families and victims of crime, although the form and scale of this contribution varies significantly.

The JIVE project gives a broad definition to the term 'voluntary work' and defines it as 'civic engagement without pay'. Work carried out by volunteers includes:

- Honorary, voluntary, legally regulated or mandatory work within institutions – such as jury members, lay judges, prison board trustees, prison visitors, voluntary parole and probation officers
- Mentoring and befriending support with NGOs in prisons or in the community
- Training, education and creative arts initiatives
- Roles within pressure/campaign groups, think tanks and lobbyists for legislative change.

Little research has been carried out into the wide range of work carried out by volunteers in the CJS. One of the main tasks of the JIVE project was to produce baseline data from across European Union (EU) Member States to highlight arguments for improving current arrangements in the field. JIVE's European baseline survey, completed by 316 people from 22 countries, was designed to produce these first insights.

The survey aimed to provide a better understanding of how and why European organisations working with (ex) offenders, their families and victims of crime involved volunteers in civic engagement. Respondents came from a broad range of areas working within the justice system, including prisons and justice departments, voluntary sector organisations (including offender and victim support), networks and umbrella organisations, as well as research institutions. It also looked to identify ways to be more effective.

This report, based on the findings of the survey, provides a valuable overview of the current role and value of volunteers working with (ex) offenders, their families and victims of crime, highlighting what works and beginning a dialogue on best

practice. It is built on the belief that expanding and encouraging involvement of volunteers in the sector is a key strategy for reforming prison and probation services, rehabilitating (ex) offenders and providing relevant care and support to the families of (ex) offenders and the victims of crime.

This report covers various areas of interest, such as how organisations select, train and engage volunteers; and how volunteers and paid employees work side by side. Other areas of the research include how organisations structure civil engagement work carried out by volunteers, and where the lines blur between NGOs and wider social service provision.

Generally, the responses demonstrate the multi-faceted and extensive use of volunteers working in various roles and sectors across the EU.



“ Voluntary work  
is civic engagement  
without pay.”



Prison libraries are just one example of the important services reliant on volunteers.

# Executive summary

**Volunteering plays an integral role in a wide variety of settings across Europe's courts, prisons, probation systems and non-governmental organisations. Volunteering supports work with (ex) offenders, their families and the victims of crime; although the form and scale of this contribution varies significantly.**

Expanding and encouraging the involvement of volunteers in the CJS is a key strategy for reforming prison and probation services, rehabilitating (ex) offenders and providing relevant care and support to the families of (ex) offenders and the victims of crime.


The diversity of voluntary work is integral to how the justice system delivers services; volunteers complement the work of paid professionals and significantly increase the scope of work.

The more we know about organisations working in the CJS, specifically those involving volunteers, and the services they deliver, the more value the voluntary sector can add.

This report, from the Justice Involving Volunteers in Europe (JIVE) project, presents the findings of a European-wide survey on the current contribution and value of volunteers in the Criminal Justice Systems of Europe.

Little research has been carried out into the wide range of work carried out by volunteers in criminal justice, and this report provides baseline data from 316 people across 22 European Union Member States to highlight arguments for improving current arrangements in the field.





“The diversity of voluntary work is integral to how the justice system delivers services.”

The study covers various areas of interest, such as how organisations select, train and engage volunteers; how volunteers and paid employees work side by side; how organisations structure civil engagement work carried out by volunteers; and where the lines blur between NGOs and wider social service provision.

Overall, the results of the study indicate that organisations which involve volunteers are moving towards further improving their standards, through the use of recruitment strategies, standardisation and quality management. However, to truly modernise volunteering, it must lose its image of being an activity which people just do for personal, altruistic reasons, and move towards becoming a key social networking activity grounded in a commitment to civic engagement. Volunteering should be seen as an integral part of the rehabilitation process, not as simply an add-on or free resource.

The recommendations for supporting the vital role that volunteers play in criminal justice are:

- 1 **A European mandate to promote improved integration of justice with voluntary sector services.** The diversity of voluntary work is integral to how the Criminal Justice System delivers services; volunteers complement the work of paid professionals and significantly increase the scope of work. The more we know about the organisations and the services they deliver, the more value the voluntary sector can add. We recommend increasing the European evidence base around volunteering in justice, and keeping the voluntary sector high on the justice agenda.
- 2 **A European standard of accredited training to improve the response to complex target groups.** Voluntary sector organisations are increasingly required to advocate for and support some of the most marginalised groups in our societies, and to work within complex justice systems. A European standard of accredited, basic training would ensure quality throughout at a reduced cost to individual organisations, as well as offering a consistent level of support to service users across Europe. The JIVE project is developing a standardised volunteer training programme which can be adapted to suit the needs of specialist target groups, with optional add-on modules responding to specific needs. We recommend this should feed into an EU-wide standard, enabling countries developing voluntary sector justice provisions to build on existing good practice.
- 3 **Improve recruitment, training and support practices to reflect a demanding voluntary role.** Standards of recruitment, training and support of volunteers need to become significantly more robust to deal effectively with the increasing dependence of European justice on volunteer services. We recommend that organisations should be given practical support on how the needs, eligibility and profiles of volunteers are properly assessed, and funders or partners need to accommodate this requirement in their financial costings.
- 4 **Volunteer programmes should be adequately resourced and volunteers' value recognised.** The growing expectation that many voluntary sector services are delivered 'for free' should be challenged. Volunteers need the same investment as any other organisational resource. We recommend that organisations should be given guidance on calculating the costs associated with their volunteer programme, and funders or partners should make room for these 'hidden' costs in their proposals.
- 5 **European investment in a culture of volunteering.** Volunteers working in the Criminal Justice System are particularly valued for their independence, front-line contact, contribution to the social inclusion of (ex) offenders, and support to families of (ex) offenders and victims of crime. We recommend that there should be a national-level drive to promote volunteering, specifically within criminal justice, which would help organisations recruit and retain this vital resource.
- 6 **European recognition of diversity.** We recommend that there should be better representation of the backgrounds and multiple complex needs of (ex) offenders, their families and victims of crime. This in turn would be facilitated by a more diverse volunteer cohort, better integrated into European justice systems.



- 7 **Reward, recognise, and motivate.** As part of the drive to promote volunteering in the sector, we recommend that formal dialogue should be consistently maintained between volunteers, employers, and paid staff, particularly as volunteers become more involved in areas such as public service delivery and within the private sector. This will ensure that long-term, positive relationships are forged between stakeholders.
- 8 **Improve the quality of volunteer programme evaluation throughout Europe.** Evaluating the work of volunteers is part of developing an evidence base of their integrated contribution to the justice sector, and of learning transferable lessons from good practice. We fully support further research and development in this field, and recommend the support of a network for the dissemination of results.
- 9 **Support volunteering to build healthy, resilient communities.** Volunteering is a way for people to give back to and connect with their community, to meet new people and maybe develop a new career. It has a powerful impact upon communities and every sector is responsible for strengthening these. We recommend that the voluntary sector and the Criminal Justice System be supported to build more effective partnerships and better conditions for their volunteers, staff and clients.
- 10 **Improve volunteer provision in Eastern European member states.** The study has uncovered significant differences in the standard of volunteering practice across Europe. In some countries the quality of volunteering practice in the Criminal Justice System is quite high, but in others there is no consistency, particularly in Eastern Europe where volunteering is not an integral part of the Criminal Justice System. We recommend an additional drive in the Eastern European member states to give significant support to the voluntary sector of those countries, enhancing the justice sector and building cohesive communities.

**Justice Involving Volunteers in Europe (JIVE) is a two year project, led by Clinks, that aims to exchange ideas and share good practice on:**

- The role and value of volunteers working with (ex) offenders, their families and victims of crime
- Non-governmental organisations working effectively in partnership with statutory and private organisations.

The project is funded by the European Commission and establishes a partnership of eight non-governmental organisations, working within European justice systems.

**[www.clinks.org/JIVE](http://www.clinks.org/JIVE)**

# A baseline survey

**316 people from 22 EU Member States took part in the baseline survey, which aimed to address the two somewhat disconnected areas of volunteer activity in the fields of justice and resettlement:**

- Volunteer work conducted in courts and prisons based on a more formal mandate (such as honorary judges, legal guardians and prison advisory board members), and
- The widespread engagement of volunteers in civil society through NGOs.


In addition, the survey aimed to capture the work carried out by regional, national and European networks, who promote the value of NGOs working with and supporting (ex) offenders. The survey, and this subsequent report, takes into account the very different ways in which voluntary work is integrated into our justice systems and

into society, and accounts for a significant level of variance in the work of volunteers and organisations within the sector.

For clarity, and for the broadest reach, the term 'voluntary organisation' includes any registered charity, NGO, third sector organisation or social enterprise which benefits from the work of volunteers based in the field.

There were two issues which made data collection a challenge. Whilst some large, pan-European NGOs work with (ex) offenders, many of the individuals or organisations working in this sector are





small, localised and hard to reach. Even when they were identified, the survey needed to be translated from English into other languages so it could be understood. To reach smaller organisations, BRIK used the JIVE partnership's existing contacts and networks to request they input into the survey and disseminate it themselves. However, gaps in the data still remained in some countries.

The other challenge was the language itself. The survey was designed in English, so partners needed to translate it into their native languages for their contacts to complete it. The response rate was, in the five main

languages: English (167), Italian (83), German (46), Hungarian (14) and Spanish (6). This presented a challenge when bringing together the data, with many open questions needing to be translated back into English for analysis.

Despite these challenges the response rate was considered good, but it is acknowledged that this is not a fully representative survey on volunteering in Europe. Initial data can, however, be used to produce an insight into what is happening in the sector; commonalities and the differences that exist between EU Member States as well as between the public sector and NGOs.



# Findings

**In this section we present the detailed findings of the survey, including:**

- 1 About the respondents and their organisations
- 2 The status of volunteers within countries
- 3 Mandatory volunteering
- 4 The role of volunteers in criminal justice
- 5 Organisations that involve volunteers
- 6 Volunteers' roles and service design
- 7 Representation, partnership, procurement and stewardship
- 8 Recruitment of volunteers
- 9 Recruiting (ex) offenders as volunteers
- 10 Size and scale of volunteering
- 11 Volunteer training
- 12 Volunteers working with juvenile or young adult offenders
- 13 Volunteer support, quality assurance and reward
- 14 Volunteer motivation
- 15 Evaluation of volunteering programmes
- 16 Financing and impact

## 1 / About the respondents and their organisations

Diagram 1, on page 15, shows the distribution of responses from across Europe. Most answers came from the UK, Germany, Italy and Hungary. There is a broad distribution all over Europe, with only some small countries not responding.

Despite the expectation that there would be a North-South divide,<sup>3</sup> there is a lower response rate from the North. Surprisingly, some justice systems do not seem to involve volunteers.<sup>4</sup>





Diagram 1 / **Distribution of survey responses**

- 11+ responses
- 5-10 responses
- 1-4 responses
- 0 responses
- Not EU members

## Areas of professional activity

Graph 1 below shows the sector within which respondents [N=316] classify themselves as working. Most responses came from two sectors: public sector criminal justice organisations (often prisons) and NGOs, mostly involved in justice and resettlement. But there are also some responses from national and pan-European networks, as well as from universities working in this field.

The data in Table 1 opposite shows a very high response rate from the UK, mainly due to the advanced role of volunteering compared to other EU Member States, but also due to the wide reaching network of Clinks, the umbrella organisation for the sector in England and Wales. Italy has the second highest response rate, of which 56 were from NGOs/third sector organisations. Finally, Germany had a strong mix of respondents coming from both the CJS and from the third sector. It should be noted that Italy is noticeably represented in all four areas.

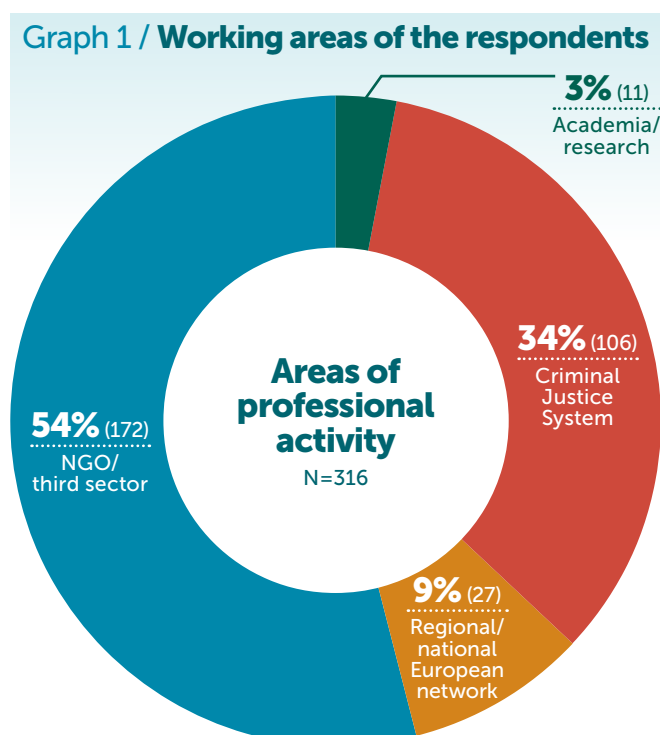
In some countries there are only a very small number of NGOs, and it appears that a culture of volunteering has not yet fully developed, whilst in other countries most volunteers work in the public sector. This indicates that across Europe volunteering is diverse and

dependent on an existing culture, with cooperation between criminal justice agencies and NGOs. The response rate is not high enough for a comparison to be made between every country. Consequently the data collated focused on comparisons between those countries with the highest response rates (UK, Italy and Germany) against 'Other'.

**Table 1 / Distribution of volunteers, across sectors, in relation to nationality**

Country	Criminal Justice System	Regional/national/ European network	NGO/third sector organisation	Academia/ research institute	Total
Austria	1		2		3
Belgium			2		2
Bulgaria*					
Croatia	1		1		2
Cyprus*					
Czech Republic*					
Denmark*					
Estonia*					
Finland			1		1
France			1		1
Germany	18	3	23		44
Greece	1				1
Hungary	18	1	2		21
Ireland	1	1	3		5
Italy	11	14	56	5	86
Latvia		1			1
Lithuania			3	1	4
Luxembourg*					
Malta*					
Netherlands	2	1	6	2	11
Poland	1		1		2
Portugal			5		5
Romania	1		3	1	5
Slovakia			2		2
Slovenia	3				3
Spain	3	2	5		10
Sweden			1		1
UK	45	5	52	2	104
Serbia			2		2
Total	106	28	171	11	316

\*Indicates nil responses





## Gender of respondents

Respondents were asked about their gender to which there was a response rate of 130 males and 180 females. Four respondents preferred not to answer the question, and data was missing from two responses. Table 2 below shows that the voluntary sector has a higher number of female staff, and shows a higher proportion of women in most areas – with the exception of the CJS.

**Table 2 / Comparison between gender and areas of work**

Gender	Area				Total
	CJS	Network	NGO	Academia	
Male	54	12	60	4	130
Female	49	15	109	7	180
Rather not say	3	0	1	0	4
Total	106	27	170	11	314

When comparing countries, there are again a higher number of women working in the voluntary sector, with the exception of Germany, as shown in Table 3 below.

**Table 3 / Comparison between gender and geographical location**

Gender	Country				Total
	UK	Italy	Germany	Other	
Male	41	25	25	39	130
Female	60	60	19	41	180
Rather not say	3	0	0	1	4
Total	104	85	44	81	314

## 2 / The status of volunteers within countries

Volunteering takes place under a legal framework, so there are some institutional and legal duties that must be followed.

One aspect of this is whether or not volunteering falls under statutory insurance. 6% (N=19) of respondents said that there is only liability insurance; 11% (N=31) answered that there is accident insurance; 29% (N=85) said that there is accident as well as injury insurance for volunteers. For 30% (N=88) of respondents the insurance is covered by the organisation. Only 5% (N=16) of respondents answered that there is no insurance in place for their volunteers. 17% (N=49) did not know and 2% (N=5) gave another answer (explaining that correctional facilities provide the insurance themselves). The data was missing for six respondents.

The survey sought to understand whether there were any legal frameworks in place that affected volunteering. The question asked:

### 'Is volunteering covered by general employment laws or are there specific laws for employing volunteers?'

39% (N=91) of respondents said there are specific laws, whilst 22% (N=67) said that volunteers are covered under general employment law. 15% (N=46) of respondents said that there is no legal basis, whilst 25% (N=79) did not know. 8% (N=24) gave a specific answer. The data was missing for 11 respondents.

Public sector justice agencies were more likely to specify the legal framework within which volunteering is undertaken for example, legislation and regulations around the organisation of prison advisory boards, probation services, and the work of honorary judges.

Some respondents referred to specific legislation:

- **Austria:** "Bewährungshilfegesetz (probation law)."
- **Germany:** "Strafvollzugsgesetz (regulating the activities of the Prison Advisory Board); laws of the Länder (countries); DRiG; GVG (regulating the work of honorary judges); regulations of the Länder Ministries of Justice."

- **Italy:** “Legge 11 agosto 1991, n.266. Legge quadro sul volontariato. (laws on volunteering)”.
- **UK:** “law no. 78/2014; probation act; Referral Order Guidance.”

The relationship between the organisation and volunteer should be formalised. 75% (N=232) of respondents said it is formalised in writing or signed form, 12% (N=37) said it was through an oral agreement. However, 9% (N=28) said that no formal agreement was necessary. 12 respondents referred to either a legal framework or said this depended on the role of the volunteer within the organisation. Two respondents did not know, whilst 6 did not answer the question.

The way volunteers are involved in organisations can differ. 183 respondents said that the involvement is on a completely optional basis, whilst 85 respondents said that the involvement is by agreement or voted in. 36 responses under ‘Other’ brought in further perspectives, referring to the recruitment process.

### 3 / Mandatory volunteering

In some areas of work volunteering is a mandatory activity. Overall, only 14% (N=45) of respondents said that mandatory, or forced, volunteering operates in their country. 12% (N=40) of respondents provided descriptions of the mandatory involvement of volunteers in their respective justice systems. Some examples include:

- **Germany:** “The activity of lay judges at court is obligatory. But it works only if the person is willing to work as a judge and does have some competences to do so.”
- **UK:** “Independent Custody Visiting (ICV) schemes are mandatory for all Police and Crime Commissioners. Volunteers (ICVs) are independent from the CJS and visit to ensure that detainees are given their rights and kept in suitable conditions.”

Within the CJS there is clearly a legal base for mandatory involvement in the court systems,<sup>5</sup> and prison advisory boards also have some mandatory elements. But here the research suggests some discord. On the one hand the activities are mandatory, and on the other hand involvement in networks can be done on a voluntary basis and it is often possible to turn the volunteering opportunity down as a result.

Respondents also highlighted mandatory work experience for students, where volunteering counts towards their evidence of academic achievement; and mandatory work carried out by (ex) offenders (community sentences, licence conditions, or conditions imposed on jobseekers by employment agencies/jobcentres). One respondent also questioned whether voluntary sector organisations should be responsible for the implementation and organisation of mandatory volunteering. Only 10 respondents (3%) said that their organisation involves mandatory volunteers, and this mostly referred to networks of lay judges and prison advisory boards.



## 4 / The role of volunteers in criminal justice

Respondents said that people volunteer in three main areas: the CJS itself (189), in civil society/voluntary sector (245), and in campaigning/advocacy groups (135). There were 18 missing responses.

The research asked 'Where else do volunteers work within the CJS in your country?' There were 137 responses to this question which made reference to a breadth of voluntary services, including volunteering in prison, youth prisons, as lay visitors, support for families of prisoners, restorative justice practices, and many other areas. Some respondents also said that volunteers with the police in the field of surveillance. Some of the information is detailed below:

- **The Netherlands:** "Buddy-projects such as after care, after detention and support in halfway-houses, together with professional staff. All kinds of projects inside prisons in cooperation with the prison chaplaincy, including; visiting masses and celebrations of the chaplaincy, assisting chaplains in visiting prisoners, participating in discussion groups of the chaplaincy. Also, running courses for prisoners on various subjects, from ICT to parenthood; accompanying children of prisoners to visit their parents in prison during specially organised parent/child meetings;

organising special projects inside prison, such as poetry, concerts, exhibitions, or music."

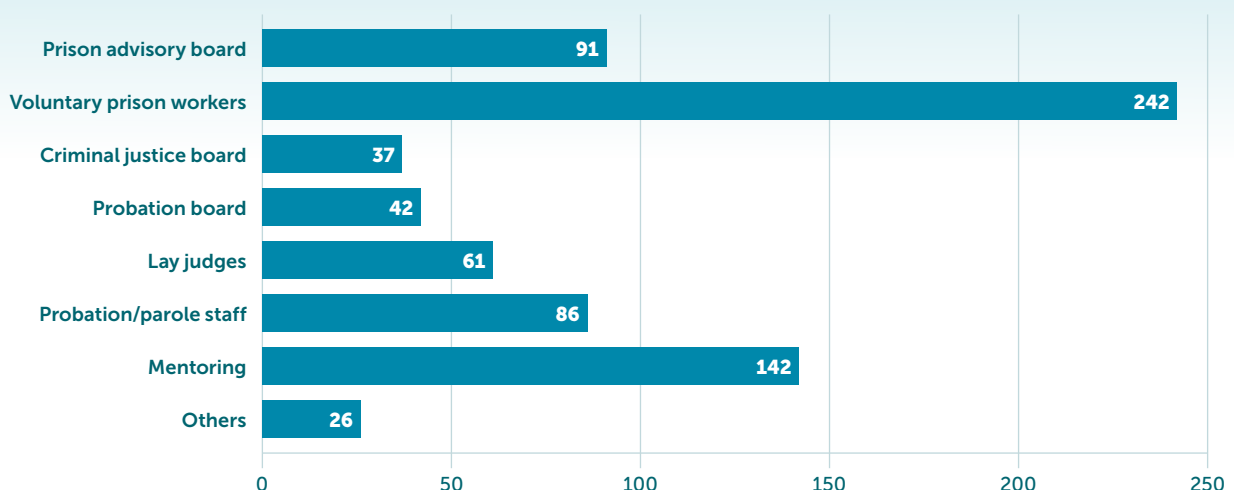
- **UK:** "Support for the falsely accused at point of contact with police or social services all the way through until they do not need us. We complete consultations enlightening those in the criminal and family justice systems of the problems faced by the falsely accused. We also carry out prison visits in one prison."
- **UK:** "Independent Custody Visitors act as audit/inspection volunteers, inspecting police custody suites; The Independent Monitoring Boards oversee prisons and prisoner welfare; Supporting victims and witnesses of crime by providing practical and emotional support; Police volunteers, such as Special Constables, Police Support volunteers support policing and a variety of back room policing activities; Police cadets enable young people to support policing activities and make their communities safer."

Graph 2, below, shows the response to the question:

**'Within the CJS and statutory social services in your country, do you know of any volunteers engaged in the following areas?'**

93% (N=294) of respondents answered this question, with a total of 22 people choosing not to respond. Over 80% of respondents were aware of volunteers working in prisons, whilst almost half knew of volunteer mentors working in the CJS.

Graph 2 / Fields of work relating to volunteering in the CJS



Continuing with this theme Graph 3, below, shows responses to the question:

**‘Within the voluntary sector in your country, do you know of any volunteers engaged in the following areas?’**

The responses to this question show a range of support to (ex) offenders, and widespread involvement of volunteers to deliver that service. 96% (N=303) of respondents answered this question, and 13 did not answer the question.

Areas of work listed under ‘Other’ include public relations, lobbying, prevention, restorative justice, police support, and support to victims of crime.

The research considered the types and size of organisation in which volunteers worked, suggesting a broad range. 164 respondents worked for regional organisations, whilst 145 said they worked for national organisations. 86 respondents said that they worked for international or European networks or organisations, and 134 said that they worked for legal advice organisations. The data gives a clear indication that most organisations work on a regional or national

level. There was an overall response rate of 76% (N=239) with 24% (N=77) leaving this unanswered.

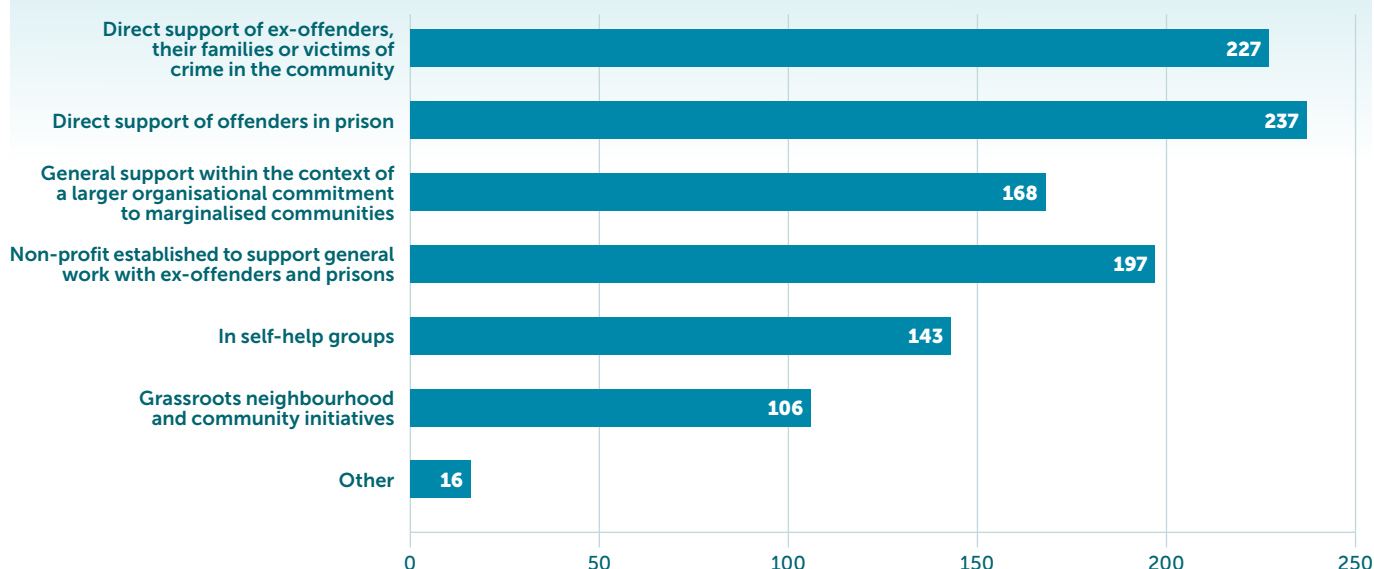
Graph 4, on page 21, presents the responses to the question:

**‘In which of the following areas do volunteers in your country work?’**

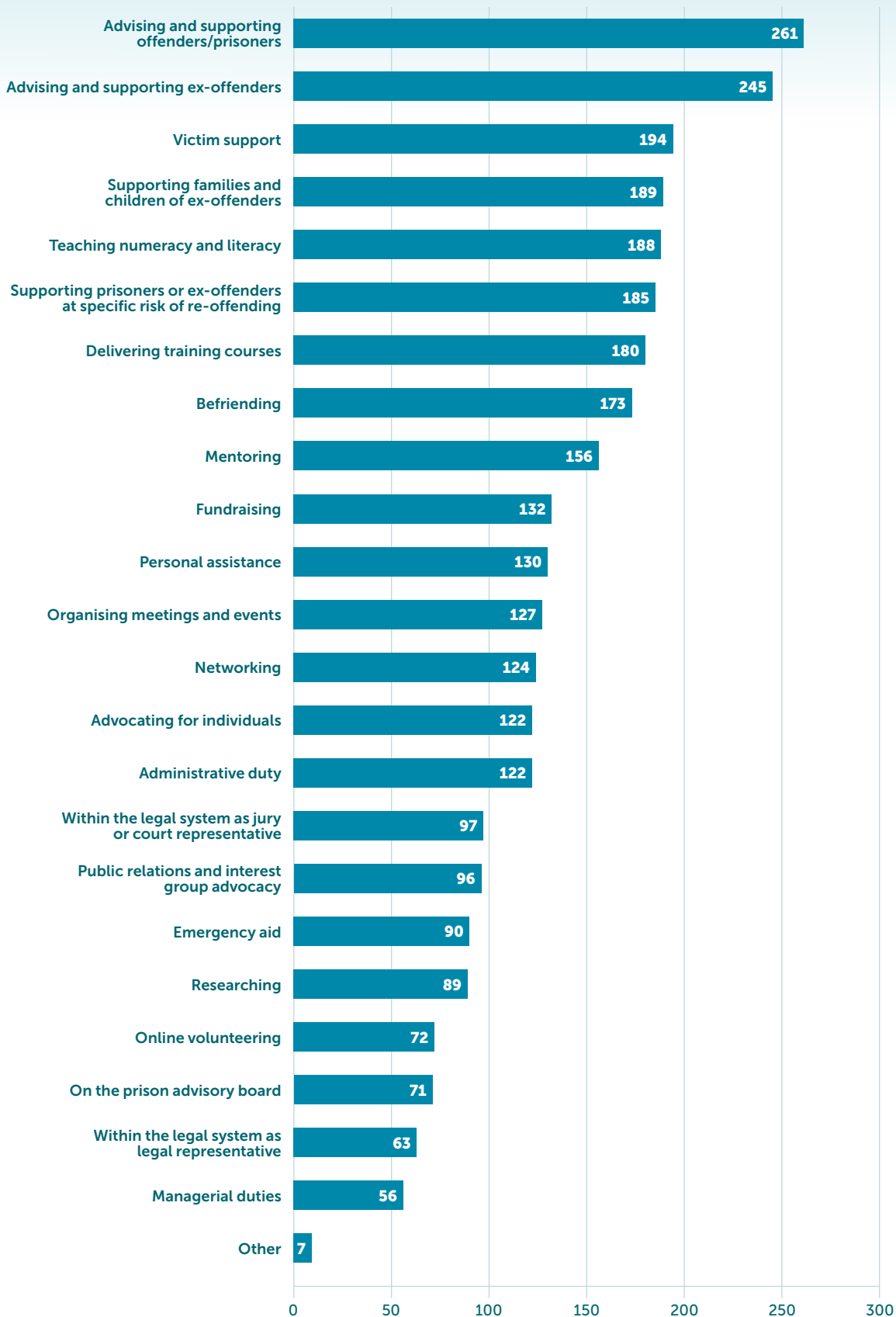
The most commonly cited are volunteers that provide support, advice and guidance to (ex) offenders, both in prison and the community; victims of crime; and the families of (ex) offenders. Volunteers also play a role in teaching and training (ex) offenders. These personalised, direct contact roles, highlight the strength of volunteering and the trusted relationships that are built with (ex) offenders. Of less prominence are more arm’s length, behind the scenes roles such as administrative and organisational management.

There were 311 responses and the question was left unanswered by five people. This question had the highest rate of multiple answers indicating that training needs to be adapted for volunteers’ roles and responsibilities.

**Graph 3 / Fields of work of volunteers in voluntary sector organisations**





**Graph 4 / Distribution of the different activities undertaken by volunteers**

## 5 / Organisations that involve volunteers

The research went into more detail about which organisations involve volunteers (N=214). On a regional level the data shows that 108 respondents said they were community/neighbourhood groups, 172 were associations or societies, 155 were faith-based organisations and 97 identified as self-help groups. Three left the question unanswered.

On a national level the data shows that 60 respondents said that organisations involving volunteers are mainly public administration agencies, 119 said that they were from social welfare institutions, and 84 respondents answered that they were from government funded institutions. There were a total of 165 responses with 49 leaving this unanswered. Most of the responses were from voluntary sector organisations or from those based in the welfare sector.

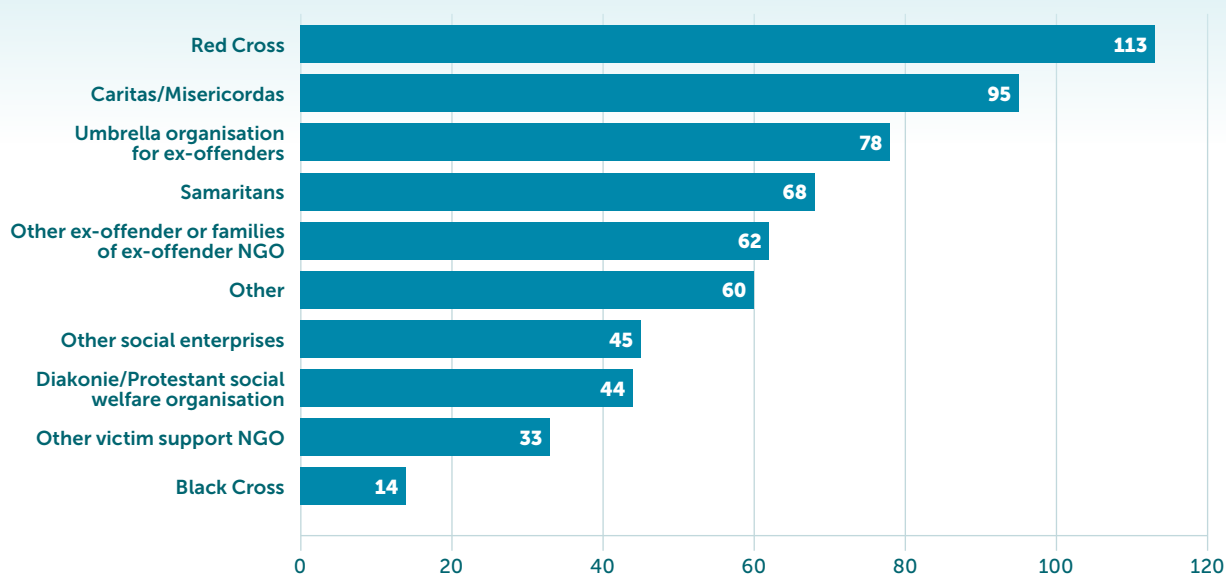
The research asked respondents to name some of the large (inter)national NGO/voluntary sector organisations in their country that involved volunteers. Graph 5, below, shows a general awareness of some internationally recognised charities, faith-based groups and umbrella organisations. There were 195 responses to this question with 19 respondents leaving it unanswered.

Respondents referred to charities, societies, social welfare institutions and others. Some mentioned networks, such as the Catholic charitable body Caritas; the CEP (Confederation of European Probation) or national organisations like Nacro in the UK. Some people gave the names of their umbrella, or infrastructure, organisations which were mostly operating on a national basis specific to their respective country. The data suggests that most of their activities are based in the area of resettlement with some working in the field of victim support.

Furthermore, Graph 6 on page 23 shows the background of organisation within each sector, with a noticeable representation of church/faith-based organisations and a significant proportion of social enterprise/for-profit businesses. It should be noted that political organisations play a role, especially in network orientated organisations.

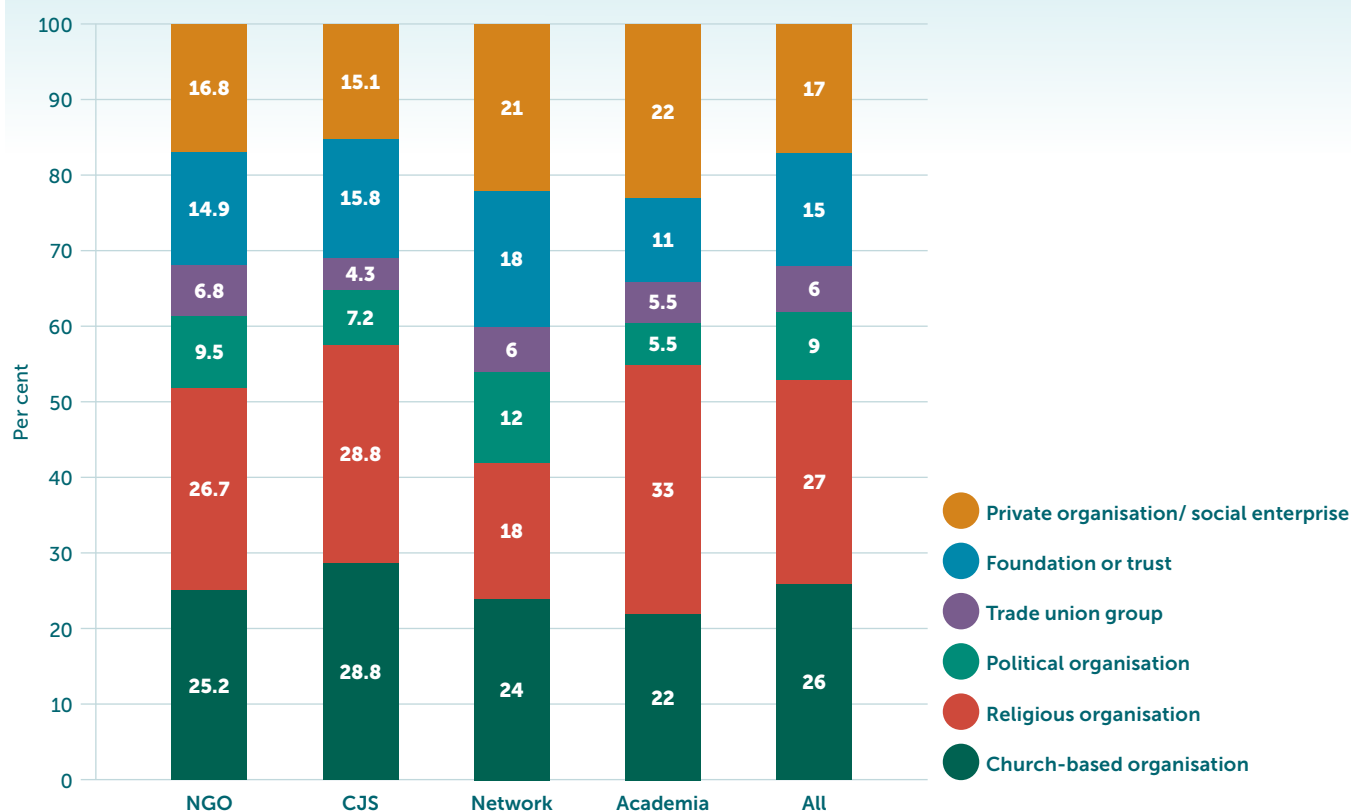
Looking at this data from a different angle, and differentiating it by country, there are some noticeable differences as presented in Graph 7 on page 23. Social enterprises have an increased role in Italy, which has less church-based organisations. Trade unions play only a minor role across the different countries, whilst church-based organisations are particularly prominent in Germany.

Graph 5 / National organisations known working in the CJS

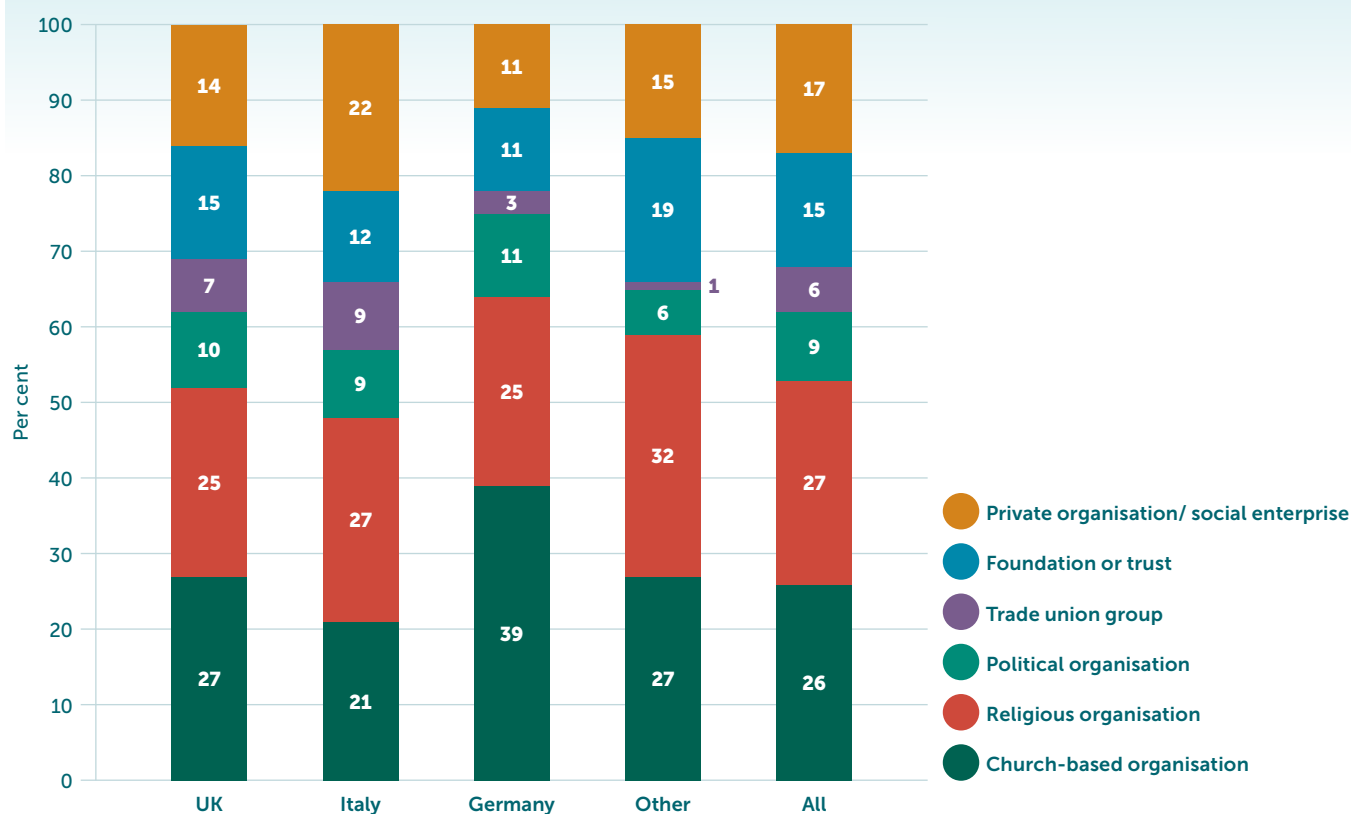




Graph 6 / Background of the organisations by area and for all respondents



Graph 7 / Background of the organisations by country and for all respondents



## 6 / Volunteers' roles and service design

In this section of the study, respondents were asked about volunteers' tasks and their role in the services. 97% (N=209) of respondents provided information from organisations they work for, or know of, that engage or employ volunteers.

In most cases, volunteers carry out practical duties (N=164), and/or honorary duties (N=77), whilst 73 respondents said they worked on a voluntary consultancy basis. Respondents answered that they also perform other tasks such as administration, organising events, befriending and mentoring activities, coordinating and supporting fundraising, mediation, probation case work, project development and training. The honorary duties of lay judges are particularly complex, as illustrated here in the UK:

**"In their judicial capacity, magistrates' duties are primarily as decision makers in the courtroom: dealing with verdicts, sentences, bail applications and a number of civil injunctions, as well as family proceedings. Outside the courtroom, their principal responsibility (subject to special training) relates to authorising warrants, although they can also sign certain official documents.**

**"The Magistrates Association (MA) can also perform managerial and admin duties for the court system, sitting as bench/panel chairmen or on Advisory panels; as well as arranging events. Some magistrates give up their time, in addition to their judicial role, to work with the MA both locally through branches and nationally via committee structures.**

**"Locally, branches carry out huge amounts of administrative duties in order to educate and inform local communities, build relationships with magistrates on the ground and provide them with networking and training opportunities.**

**"Nationally, magistrates steer MA policy (the MA is governed by its members),**

**represent the MA externally, and play a vital role, through the Magistrates in the Community Programme, for educating and informing the public about their work. This work is carried out in the community, in schools and various organisations."**

In most organisations paid staff and volunteers worked side by side (N=123) and in rare cases, especially within networks, the organisations were run solely by volunteers. Where paid staff and volunteers worked together the distribution of tasks differs; paid staff counsel, guide and manage volunteers (N=93), and volunteers did not regularly work independently (N=41).

When asked whether volunteers were consulted in the design of services or in the structure of the organisation, there were 185 responses from organisations working directly with volunteers. 24 people left this unanswered. The results present a broad range of involvement from none at all (N=20), to being rarely or occasionally involved depending on the organisation or its field of work. Some respondents said that the volunteers did contribute to the design of services or the structure of the organisation, with some having regular meetings with other staff. Sometimes volunteers are involved in governance structures, for example in the UK it is compulsory for charities to have a board of trustees. Here are some examples of the responses:

- **Germany:** "Volunteers are working in all types and across all areas of organisations. They do different practical work in different institutions and services. They lobby at community, state (Land) and country levels to foster recognition and appreciation of civic engagement."
- **UK:** "The organisation is overseen by a group of trustees who do so voluntarily and have significant voice in the structure of the organisation. Volunteers involved in the practical delivery of our projects are consulted annually through a survey, and have opportunities to share their views at other points, but the design is mostly done by paid staff with volunteers adding value to the services delivered."



The research went on to ask about whether volunteers worked in prison and how they did it, which presented some particularly interesting responses (N=182). 27 respondents did not answer this question.

70 respondents said that their organisation does not work in prison, two other organisations said they work in police cells. The organisations that do work in prison explained that where there is a long tradition of co-operation with the prison, they encounter fewer problems in their work; staff gaining entry through security, for example. Starting work in a prison is often a problematic phase and there were some reoccurring difficulties, especially security problems with organisations being able to get their volunteers into a prison.

Organisations work in various fields within prisons, from leisure activities to vocational training. Preparation for release is an important area of volunteer work. Below are some of the responses given:

- **UK:** "All our volunteers have a Christian faith background, although they work with offenders who are from any, or no, faith. Once the programme has been running at a prison for a few years the staff generally accept that we are no threat to them (paid staff) and hence the relationship is good between our volunteers and the prison's staff."
- **Germany:** "Volunteers are supported by the prison administration. For example, they will organise rooms for group activities or musical instruments. There are meetings every six months with the prison director to discuss (and solve) problems and challenges arising."
- **UK:** "We recruit, train and support community volunteers, to be based within the prisons to support our Advice Teams with administrative tasks. It is difficult to maintain the interest of volunteers due to the length of time it takes to get Disclosure and Barring Service (DBS) clearance<sup>6</sup> and prison security vetting through. But once we get them in, the volunteers become integral to the team."
- **Italy:** "There is a specific article of the penitentiary law that allows people to work inside the prison as a volunteer and normally there are

no problems with the prison administration staff. Italy has a long tradition of volunteering in prison so volunteers are normally always welcome."

It needs to be noted that the majority of responses show a concerning trend that volunteers are not always welcomed or valued within prison settings across Europe, especially where projects are new or are being introduced at a different prison.

## 7 / Representation, partnership, procurement and stewardship

### Umbrella organisations

This section of the research looked into the support and role of umbrella, or infrastructure, organisations, who provide support to frontline organisations by way of practical guidance, influencing and lobbying, and providing a collective voice.

The research asked whether or not an umbrella organisation existed within their respective EU Member States, to which 30% (N=57) answered no and 32% (N=61) said they did not know. Only 38% (N=73) of respondents stated that an umbrella organisation did exist in their country (UK 52%; Italy 36%; Germany 35%; Others 11%).

When looking at the names of the umbrella organisations identified, it seems that not all of them operate nationally, and it is unclear whether they specifically represented organisations working with (ex) offenders, their families and victims of crime.

Well-known umbrella organisations were not often named by respondents in a particular country. Umbrella organisation Clinks<sup>7</sup> covers England and Wales and is well established within the sector. In Italy there is the 'Conferenza Nazionale Volontariato Giustizia'<sup>8</sup>, and in Germany there is the 'Bundesarbeitsgemeinschaft Straffälligenhilfe'<sup>9</sup> and 'DBH'<sup>10</sup>. All of these organisations promote the importance and value of working with (ex) offenders, but not exclusively for volunteers.

The understanding of the term umbrella organisation by respondents is sometimes not clear either. As such, responses included organisations such as Antigone (Italy), Bonjo (The Netherlands), Taula de participació Social/CAPEP (Italy), Unlock (UK), Nacro (UK), and National Offender Management Service NOMS (UK).

Asked to evaluate the services delivered by their country's umbrella organisation, data from respondents in Graph 8 on page 27 shows they

viewed their umbrella organisations as below average in most areas of their service delivery, although NGO umbrella organisations appear to provide the best standard of service on average, with networks not able to provide quality information and academia unable to represent the sector to decision-makers.

The data in Graph 8 on page 27 is based on questions ranked between 1 (lowest) and 4 (highest), with 2.5 being a neutral stance.

Graph 9 on page 27 breaks down the usefulness of umbrella organisations by country of delivery. Italian respondents seem the least sure of the overall value of umbrella organisations, whilst the highest affirmation was within the UK.

The research went into more detail and asked 'In your opinion, what does your umbrella organisation do well, and what could it do better?' There were 83 responses with 126 not answering this question. Despite being asked to recommend improvements, many respondents simply said that the work undertaken by their umbrella organisation is helpful to their organisation. Some minor proposals for improvement included better influencing decision makers, improved lobbying, greater promoting of funding opportunities, improvement of communication and information sharing between organisations:

- **Portugal:** "Credibility, trust and linked with Prison Fellowship International, which we represent in Portugal."
- **UK:** "It needs to win the political argument on behalf of voluntary organisations and hence foster recognition that voluntary organisations can help the State."

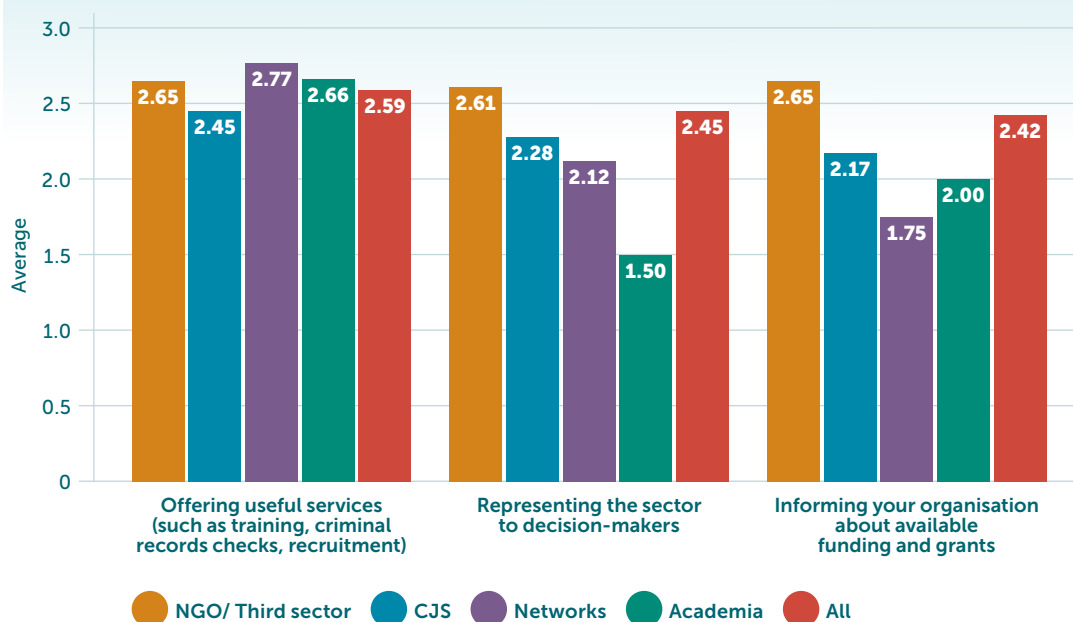
### Partnership working

174 (of 203) responses said that their organisation worked in partnership with other organisations. The organisations they partnered with varied, but were predominantly NGO/voluntary sector organisations (N=153) and/or government/statutory services (N=134). The data shows that there is a broad range of cooperation happening.

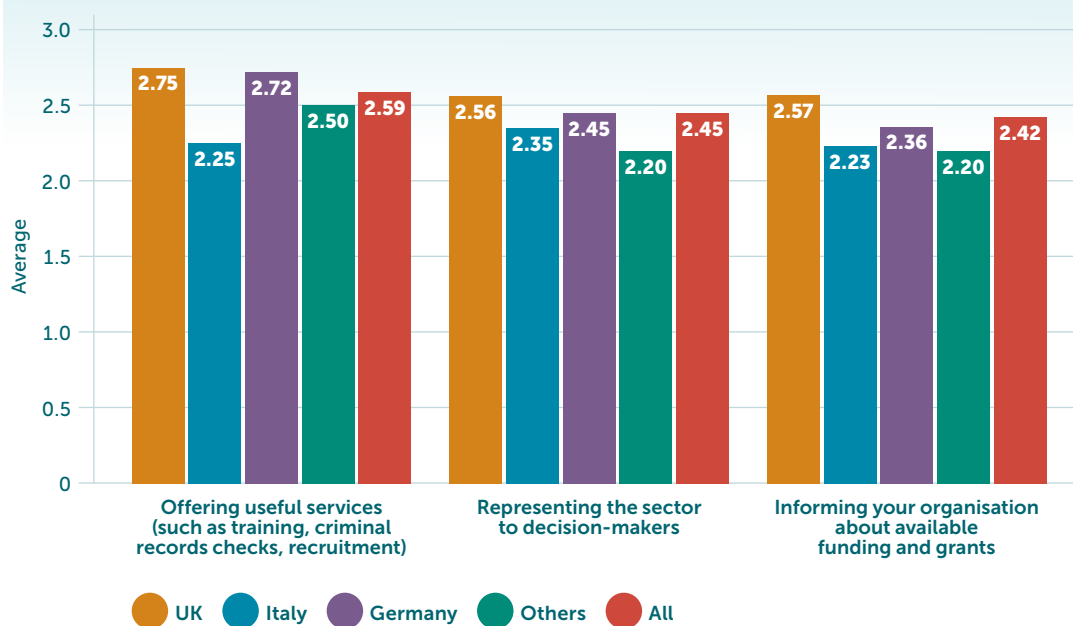
It was important to ask about how the partnerships were structured and where responsibilities lay, so the research asked 'Is this partnership (or are



Graph 8 / The activities carried out by umbrella organisations by sector



Graph 9 / The activities carried out by umbrella organisations by country



these partnerships) legally regulated, so that there is a clear responsibility for outcomes?’ Graph 10 below shows that, with the exception of Germany, there is a minor confirmation this (greater than the neutral point of 2.5).

Linked to this, the study asked ‘If this is a procurement relationship, how much influence do you feel your organisation has?’ (1= No influence at all in the partnership relationship, to 4= A lot of influence in the partnership relationship; ‘Neutral’= 2.5; N=122; Unanswered 107).

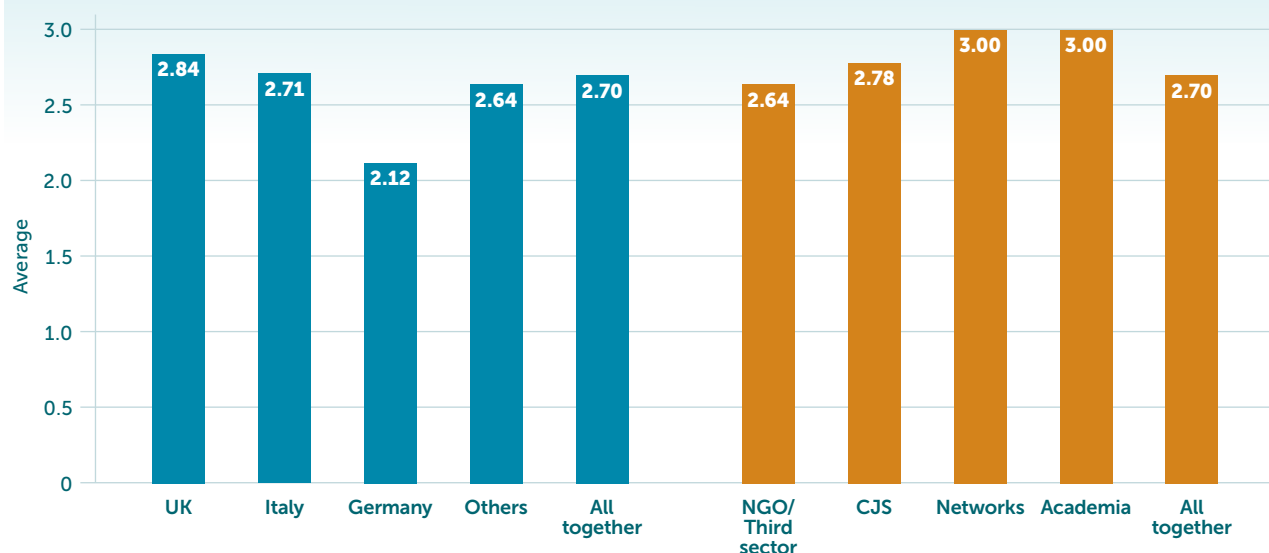
Graph 11 on page 29 suggests respondents from Italian third sector organisations felt they had the least influence over their procurement relationships. Regarding the quality of the partnerships, the survey asked ‘In your opinion, what works well in your partnerships, and what could be improved?’ There were a total of 89 responses, with 120 respondents not answering the question.

The responses identified a broad range of topics including: ways of cooperation, the need for a good

partnership agreement, funding, communication, independence, links to the statutory sector, and the acceptance of volunteers. Some examples were:

- **UK:** “Accountability is always difficult in partner relationships and it can take a long time to secure agreement due to differing priorities and lack of direct management control.”
- **Romania:** “Because you learn from the partner’s experiences, because you can unite and be more powerful together, because you can’t make changes with your partners in different areas.”
- **UK:** “Communication is great – we all hit our targets and aims and are clear on responsibility. For example, training courses and mentoring services have 26 organisations working together, offering their specialism. This also exposes our clients to a wide influence and pro-social network in which open future options and support for all clients and partnerships to experiment (safely) and build effective processes.”

**Graph 10 / Comparison of the legal regulation of the work by sector and country**



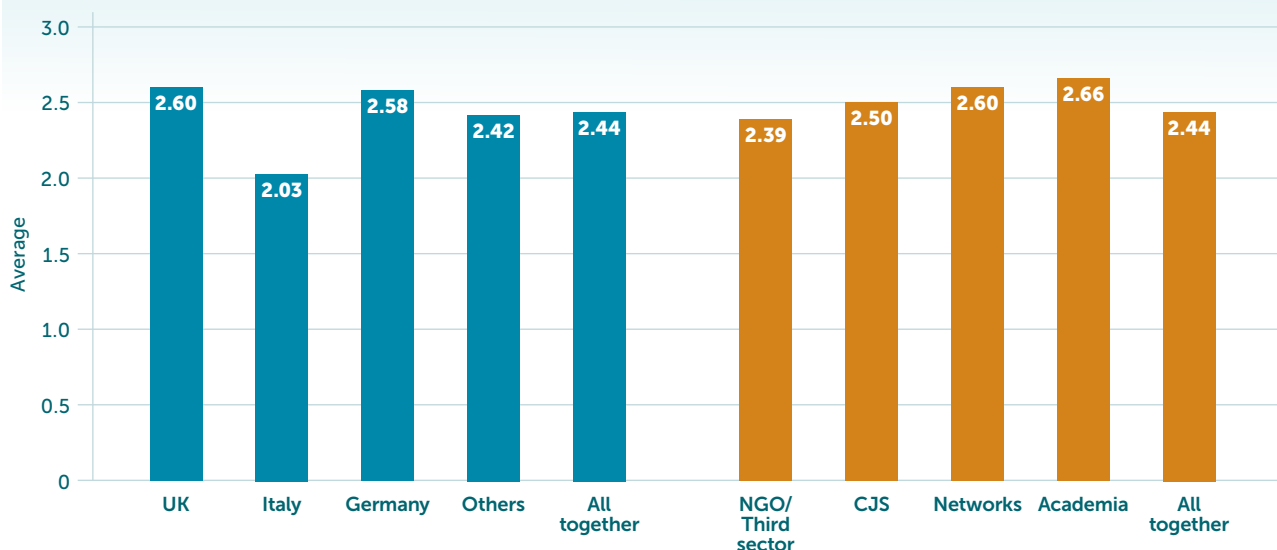


- **UK:** “Our independence is important. Other organisations are too ‘commercially sensitive’ which means they’re often reluctant to working openly and collaboratively.”
- **UK:** “Partnerships at the moment are financially driven, a pity, we need partnerships based on needs assessments and service delivery not funding.”
- There is a problem of recognition. Volunteering (sometimes even more generally, the work of the third sector) could be better promoted (lobbying, awareness, media).
- For many organisations the question of independence is of utmost importance (finances, activities). On the other hand, there is a trend that the NGOs will bear the costs and the risks of partnership working.

Suggested areas of improvement were captured as well. The core themes coming out of the analysis of all answers could be summarised as:

- Co-operation should be based on common concepts.

**Graph 11 / Comparison between the possible influence of voluntary sector organisations on procurement relationships by sector and country**



## 8 / Recruitment of volunteers

The research asked how volunteers were recruited, presented in Graph 12 below.

Many organisations use different methods of recruitment; demonstrated by the fact respondents selected, on average, 4.5 out of the 10 possible answers. On the whole, organisations still recruit through 'traditional' methods (via personal relationships and word of mouth), but the data also highlights more modern approaches such as online advertising and the utilisation of volunteer centre databases. Many respondents found volunteers by directly canvassing faith based organisations and contacts.

There are no significant differences to note when comparing the data between countries.

Respondents were asked how they vetted volunteers for roles, presented in Graph 13 on page 31:

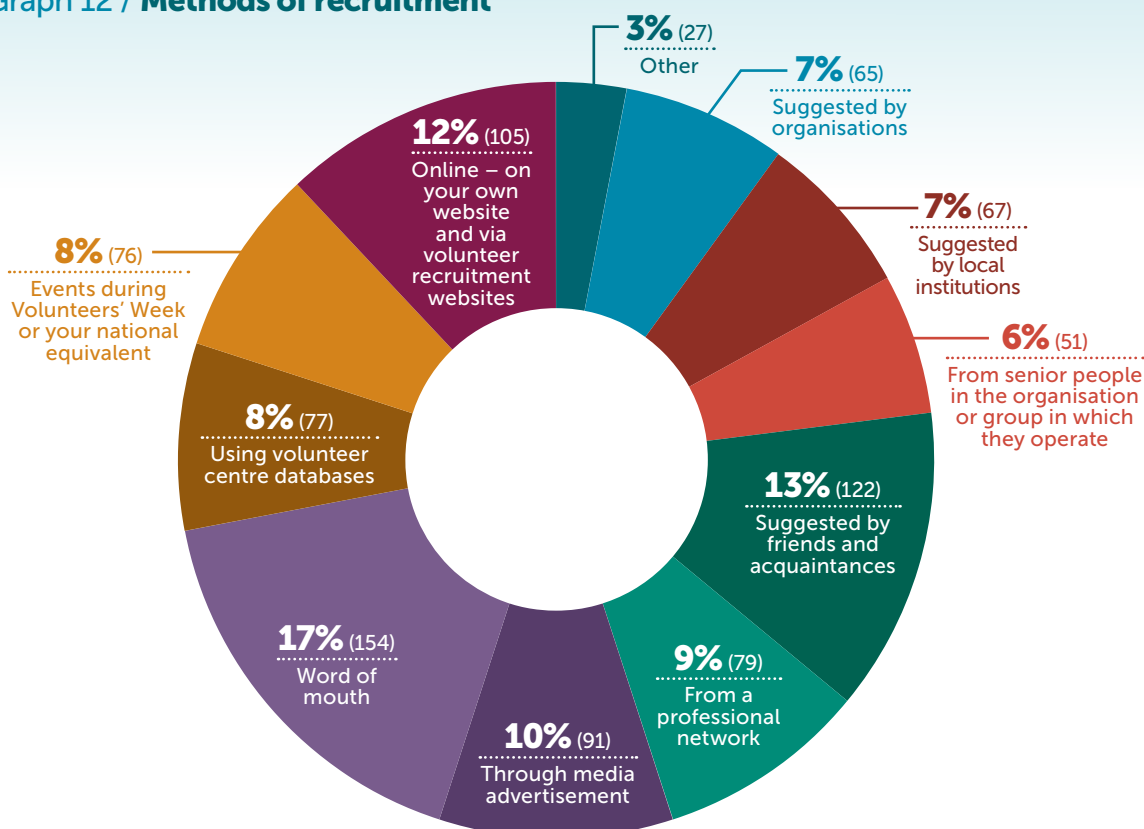
- 120 said they would check whether the volunteer had any kind of familiarity in the subject area

- 117 respondents answered that they would carry out a formal background check/criminal records check
- 51 said they would check for an appropriate qualification
- 27 said that they would seek whether or not the volunteer has any proven professional experience
- 15 respondents answered that volunteers were not vetted.

Graph 13 suggests volunteers are recruited based on two key factors: familiarity with the role and security clearance. Background checks and security clearance are most commonly used in the UK and the least in Italy, where organisations tend to focus more on proven experience. Academia focuses, more than any other sector, on appropriate qualifications whilst there were only a very small number of respondents saying that volunteers are not vetted at all.

Further analysis of the data suggests that qualifications are an important requirement for

Graph 12 / Methods of recruitment



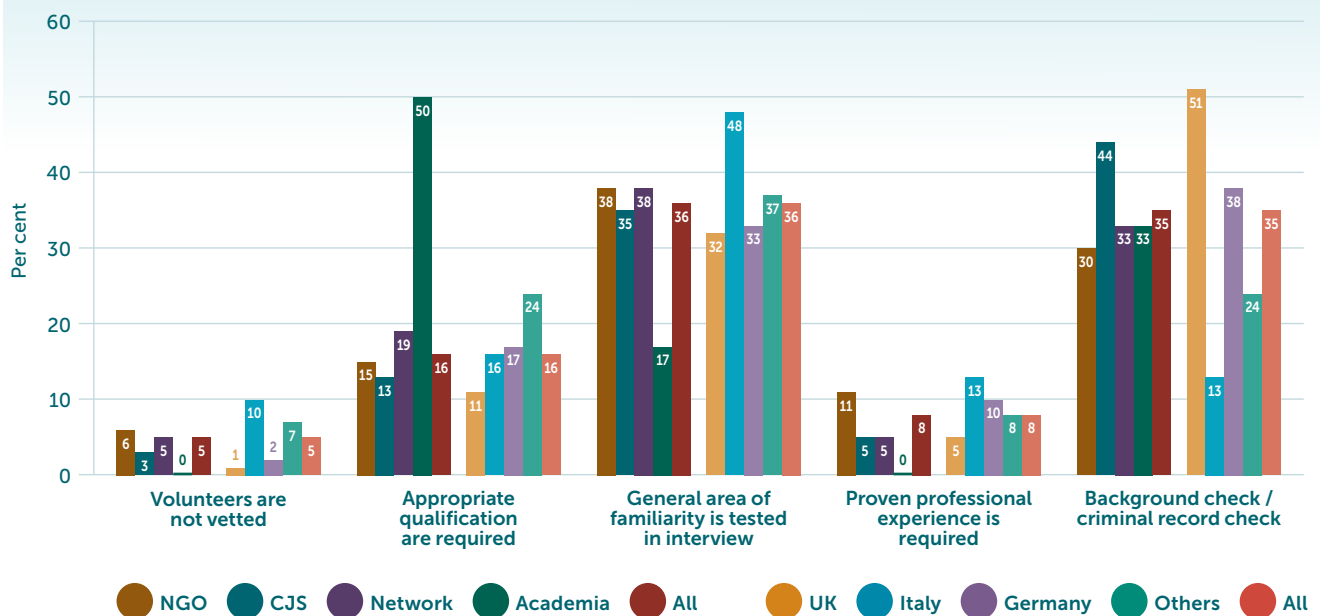
volunteering, however this was ill-defined by respondents in the survey. The term qualification could in fact mean professional competences, but might also refer to motivation, background of the person and in particular social skills.

Question 44 asked respondents how they would reject an application for a volunteering role if the

volunteer does not 'fit' the organisation.

Respondents were asked how they vetted volunteers for roles, presented in Graph 13 on page 31. 48 people said that they would inform an unsuccessful applicant by telephone and 78 via letter or email. 27 respondents said that there are no formal rejection procedures. (Multiple answers possible, N=203; Missing 6).

**Graph 13 / Comparison of vetting practices by sector and country**





## 9 / Recruiting (ex) offenders as volunteers

(Ex) offenders working as volunteers is highlighted within the research as a special area of interest, as they have often been referred to in policy and research as providing a valuable service because of their personal experience. The research asked whether recruitment policies allowed organisations to recruit this group of people as volunteers. 62% (N=132) answered yes to this question whilst 22% (N=47) answered no, and 11% (N=24) didn't know. The data shows that for a small number of organisations it is compulsory to recruit (ex) offenders as volunteers, with some adding that they actively encourage (ex) offenders to apply for roles.

The survey went on to explore this area further and asked respondents whether volunteer positions for (ex) offenders were restricted and, if so, how? There were 93 responses to this open question.

Some organisations said they do not involve (ex) offenders as volunteers. Others said that (ex) offenders have to show desistance from crime for a defined period of time in order to be considered as a volunteer. Some respondents criticised the barriers they are up against; predominately issues regarding security (criminal record check, risk assessments). The data implies that some prisons do not allow (ex) offenders to enter as volunteers and that there are restrictions in place regarding tasks and duties they can perform which are usually dependent on the nature of their offence(s). There is no overall rule that governs this and some respondents answered that the decisions are made on a case-by-case basis. Some of the responses are noted below:

- **UK:** "As my volunteers work within the local community and visit potentially volatile people at their home addresses, any previous criminal record would need to be considered as to the suitability of the post. We would not restrict those with a criminal record from applying for a volunteer post but it would have to be carefully considered by management."
- **Lithuania:** "One of the main criteria for recruiting (ex) offenders would be positive attitude, willingness to work hard, learn and grow personally and spiritually."

From these examples it's clear that security and risk assessment is of paramount importance for organisations working with (ex) offenders. It is also important to note that some organisations cited negative public opinion as a potential problem for involving (ex) offenders.

Respondents were asked whether it was difficult for (ex) offender volunteers to enter prison to work? Only 7 answered never and 24 answered always. 38 people stated that this is dependent on prison staff. The remaining 56 said they do not know. A small number stated that it depends on the individual and the nature of the offence committed, whilst others referred to the issue of security checking at the individual prison.

Respondents were asked whether there were any special recruitment or training measures in place for involving (ex) offenders as volunteers. Some respondents said they organise preparatory meetings with them, but following this they will be involved in the regular training and work. Other respondents stated that they are treated like all other volunteers.

## 10 / Size and scale of volunteering

To help inform this baseline research, respondents were asked approximately how many volunteers they had in their organisation at the point of completing the survey. 189 organisations responded:

- 1-10 volunteers – 40 respondents
- 11-30 volunteers – 46 respondents
- 31-50 volunteers – 33 respondents
- 51-100 volunteers – 24 respondents
- 100+volunteers – 46 respondents.

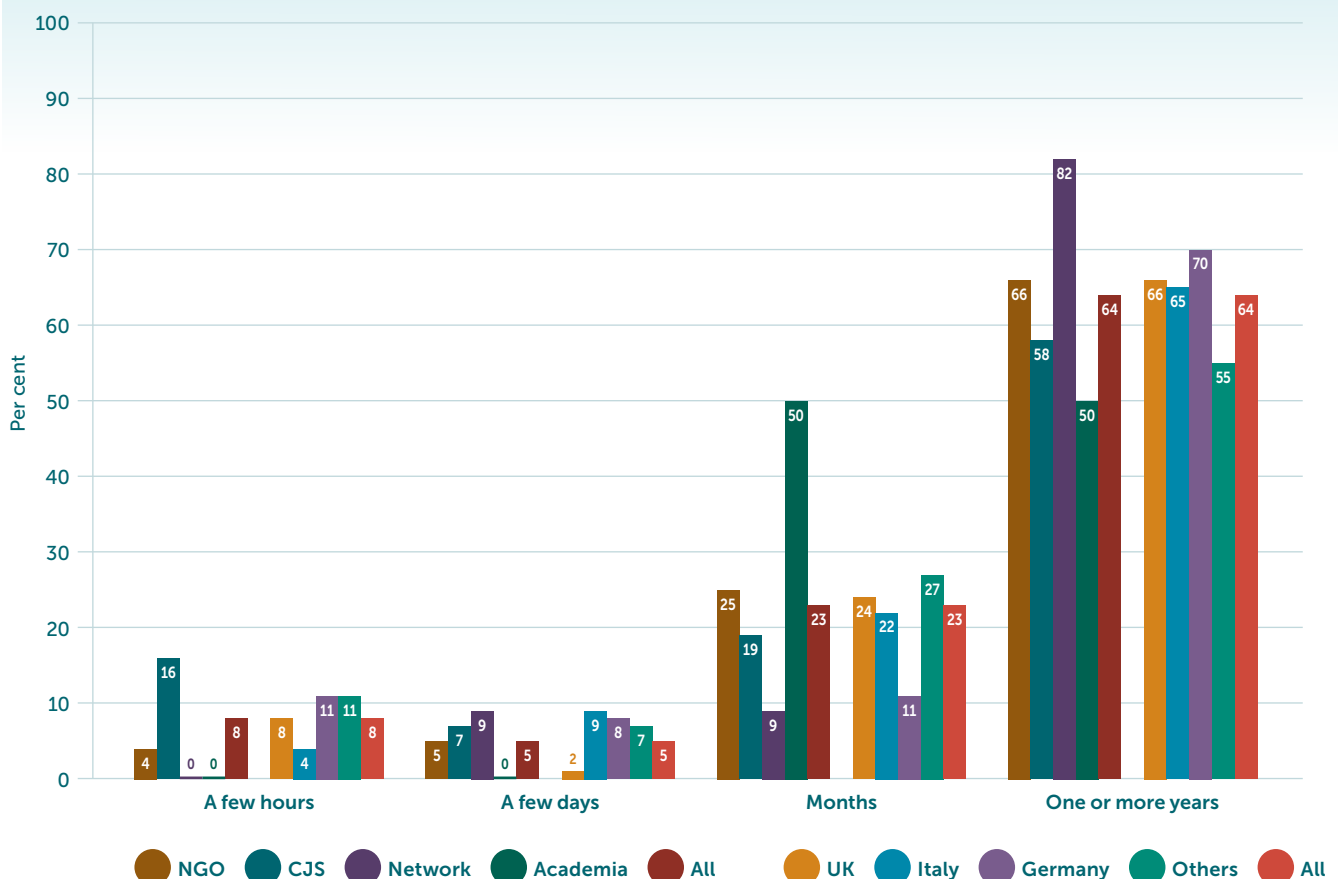
The ratio of paid staff to volunteers ranges from 1:1, with some organisations reporting ratios of more than 1:25. In addition, there are also organisations that are entirely volunteer run

and led. To help build a picture of the current landscape the survey captured data to illustrate how long volunteers typically remained at any one organisation. The responses were:

- 139 responses – 1 or more years
- 49 responses – A few months
- 17 responses – A few hours
- 12 responses – A few days.

Graph 14 shows the correlation between length of time a volunteer stays at an organisation, mapped against the type of organisation and country of work. Voluntary work in the CJS tends to be for a sustained period of time, with respondents pointing out that this really does depend on the role and related duties as well as the organisations' needs. Work within network organisations seems to be the longest lasting.

Graph 14 / Length of time volunteers work in their organisation by sector and country



Some examples of how and why these periods of involvement vary are provided:

- **UK:** "Volunteers are all different, our scheme has been running for three years. Some have been around since the beginning, some stay only for a few months."
- **Germany:** "We prefer a commitment of 5 years minimum. And we will inform them about this at the beginning."

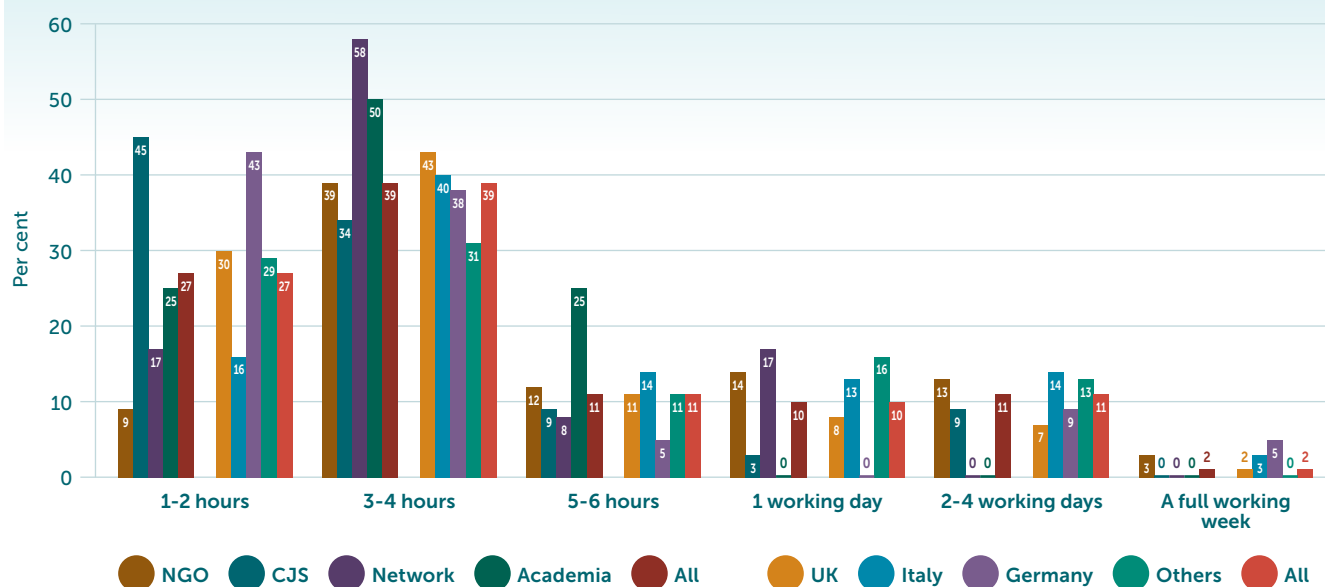
Asked how many hours per week volunteers typically work, the data is broken down as follows, again illustrating a comparison between countries:

- 83 responses – 3-4 hours
- 57 responses – 1-2 hours
- 24 responses – 5-6 hours

- 23 responses – 2-4 working days
- 22 responses – a working day (8 hours)
- 4 responses – a full working week (from 35 hours a week).

Graph 15 below highlights some variances between sectors and countries. But in most fields the involvement of volunteers is between 1 and 4 hours per week. Longer involvement is evident but on a smaller scale. It should be noted that involvement is reflected by service needs and available funding. As one respondent from The Netherlands argues, "It can differ a lot, depending of the specific task, varying from some hours per month to more than an hour a day."

**Graph 15 / Comparison of time spent volunteering by sector and country**





## 11 / Volunteer training

When asked whether volunteers received any training 22 respondents said no but 182 answered yes. 3 people said they didn't know, and 73 people didn't answer the question. Respondents went on to answer how a volunteer's training needs were assessed:

- 81 responses – All applicants receive the same training
- 49 responses – Applicant training needs are assessed by a needs analysis, which considers the background of the applicant and of the clientele
- 4 responses – Training is delivered on demand (the volunteer must ask for training)
- 2 responses – We prefer that volunteers do not have specific training.

Overwhelmingly the data suggests that training is normally provided to all volunteers within an organisation. Asked exactly what training was provided:

- 125 responses – Standard, set training (over a duration of some hours/days)
- 105 responses – Ongoing training
- 27 responses – Training is linked to a formal qualification in continuing education.

Some respondents made further differentiations. They stated that training opportunities depended on the position and training needs

of the volunteer. For some specialist duties a more formal training is necessary. Some organise 'on the job' training, whilst others offer further training on an annual basis:

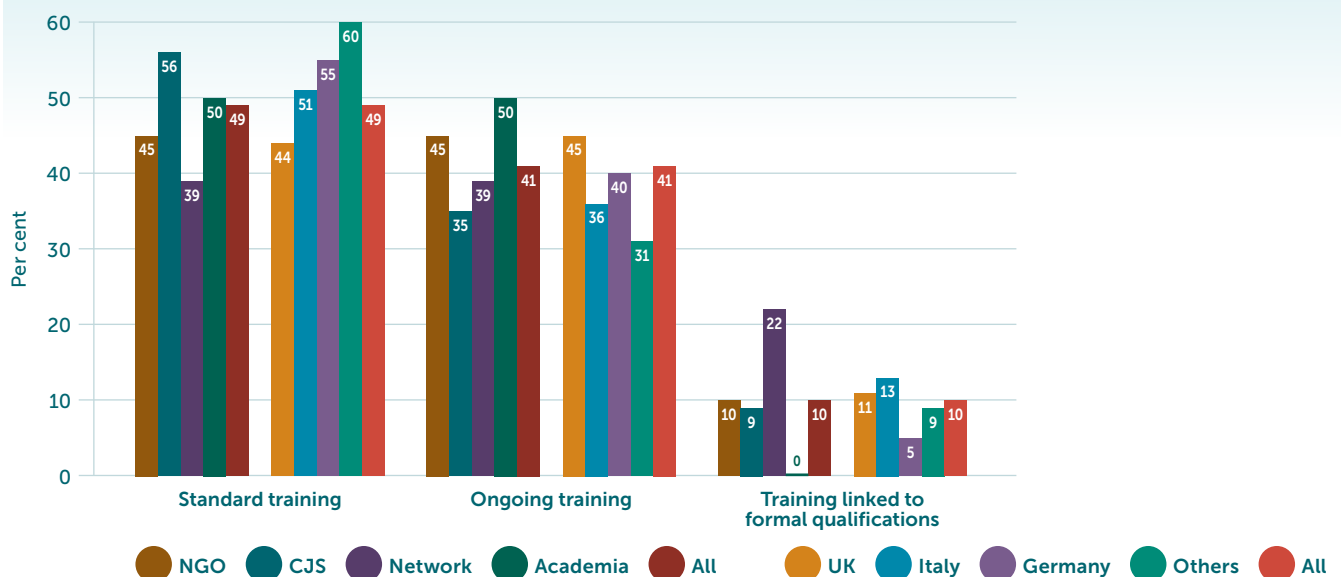
- **Croatia:** "Training consists of three parts and is divided into three days. The first day volunteers are familiarised with the legislation of Croatia, the second day involves the psychological aspects of support, communication skills, and talking. The third day is the practical part, which includes role play and visiting a court."

Graph 17 on page 36 shows that training is something usually delivered by the organisation itself (128 responses) and run in-house by the organisation's own employees. Training is occasionally provided by the umbrella organisation in the respective country (29 responses), and very rarely by a third party, such as a school, college or public sector agency.

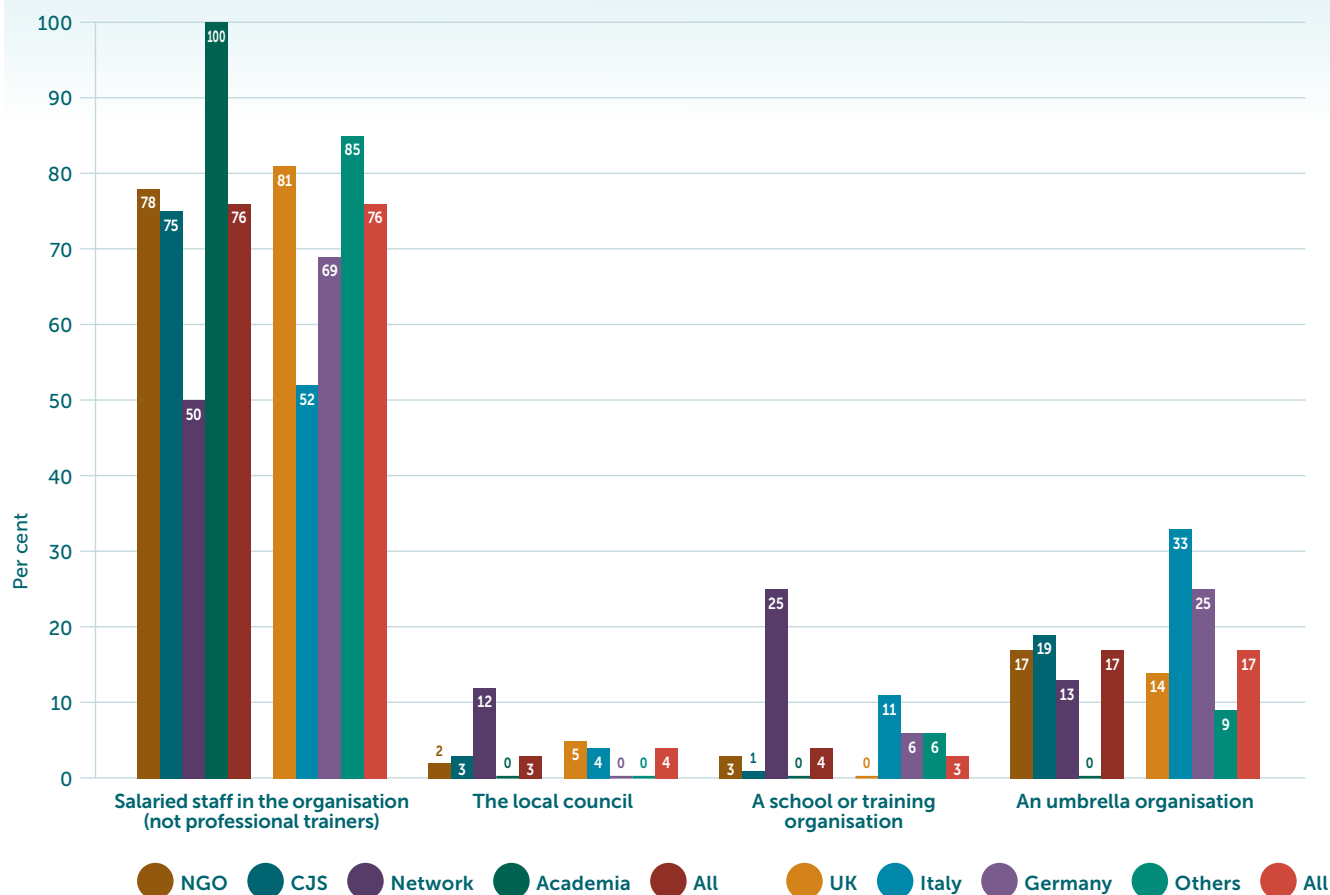
Respondents were asked which of the following delivered the training:

- 111 responses – Other salaried staff (not professional trainers)
- 104 responses – Professional trainers
- 97 responses – Fellow volunteers
- 18 responses – Members of the target group.

Graph 16 / Type of volunteer training given in organisations by sector and country



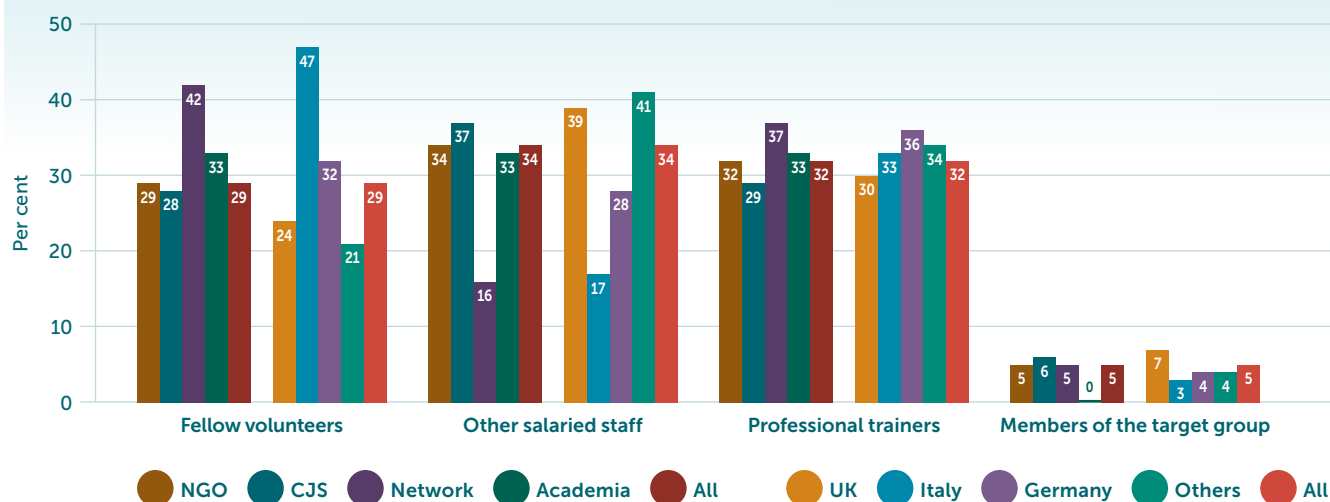
Graph 17 / Provision of training by sector and country



Graph 18 below illustrates a comparison between countries in terms of how the training is delivered. Overall, around one third of training is carried out

by fellow volunteers, one third by salaried staff and one third by professional trainers. Less commonly, (ex) offenders may also carry out the training.

Graph 18 / Comparison of who carries out the training by sector and country



## 12 / Volunteers working with juvenile or young adult offenders

57% (N=119) of organisations that responded have volunteers working with juveniles or young adults (up to the age of 21).

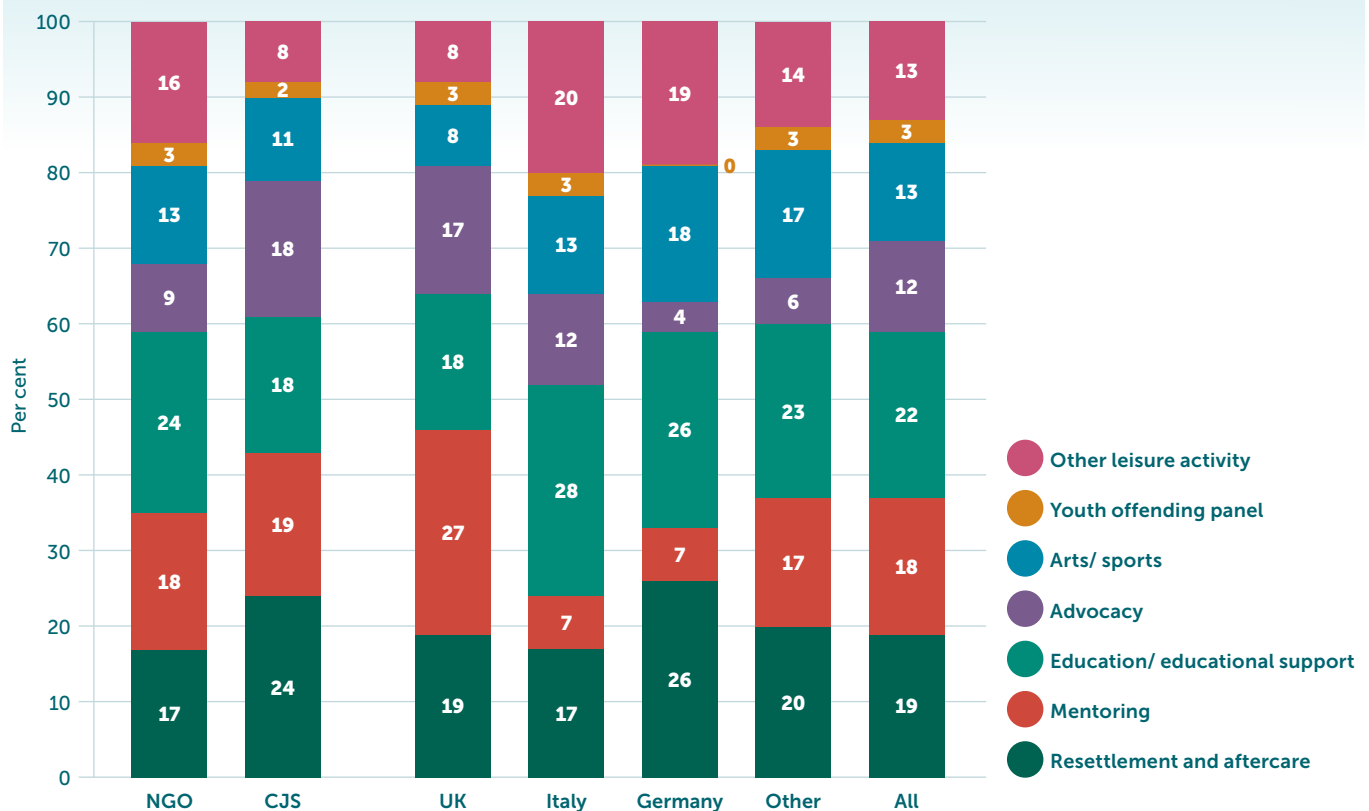
Asked about their work with young people, did their volunteers work in the following areas (multiple answers possible):

- 60 responses – Education/educational support
- 52 responses – Resettlement and aftercare provision
- 47 responses – Mentoring
- 36 responses – Other leisure activities
- 34 responses – Arts/sports
- 31 responses – Appropriate adult/advocacy
- 7 responses – Youth offending panel.

Graph 19 indicates resettlement and aftercare as very important areas of work amongst juveniles and young adults. Mentoring in particular plays a central role within the UK; education and other leisure activities in Italy; and arts and sports in Germany. Germany does not have a youth offending panel; whilst advocacy is not provided by many voluntary sector organisations. According to the data, arts and sports are not well represented in the UK in terms of volunteer work with juveniles and young adults.

Respondents were asked to detail any special measures in place for vetting and recruiting volunteers who work with juveniles and young adults. Many respondents stated that there are no special measures in place, and that all volunteers undertake the same training and receive the same security checks. However some do specify that this depends on the activity in question. In the area of working with juveniles and young

Graph 19 / Overview of volunteer work with juveniles by sector and country





adult offenders there may be additional training required, for example safeguarding training:

- **UK:** "All volunteers are vetted under an enhanced disclosure scheme, and volunteers that support young victims of crime receive enhanced specialist training."
- **Germany:** "Special training on youth delinquency (socialisation, psychological, social and cultural risk factors)."
- **Greece:** "Care is taken to ensure that volunteers working with young people have excellent communication skills, sensitivity, and the ability to motivate."

In vetting volunteers for juvenile justice work, social competence (a combination of affinity, passion and skills, social intelligence, tolerance, and ability to cope with stress) is particularly important.

Respondents presented good examples of special measures to support their volunteers working with juveniles and young adults:

- **UK:** "All staff are trained in Child Protection Procedures. Plus, members of the team are experts within education and criminal justice and offer strict policies, guidance and resources. Our services are subject to the environment (prison or community), but all lead to a holistic desistance support package for clients and volunteers."
- **UK:** "Looking at effects of crime on young people, gang violence working in schools and working with the family, child development."
- **Germany:** "Law information, interaction work, coping with offences, work with parents, conversation techniques."

## 13 / Volunteer support, quality assurance and reward

The respondents were asked who provides ongoing support and care to volunteers in their organisation:

- 128 responses – The organisation has volunteer support structures
- 91 responses – Other
- 38 responses – There is no ongoing support or care
- 12 responses – The umbrella organisation
- 3 responses – The local council.

Graph 20 on page 39 suggests that most support is carried out informally within the organisations themselves, and local councils and umbrella organisations play only a minor role in providing ongoing support. Interestingly, in Germany, the responses suggest volunteers receive no external support.<sup>11</sup>

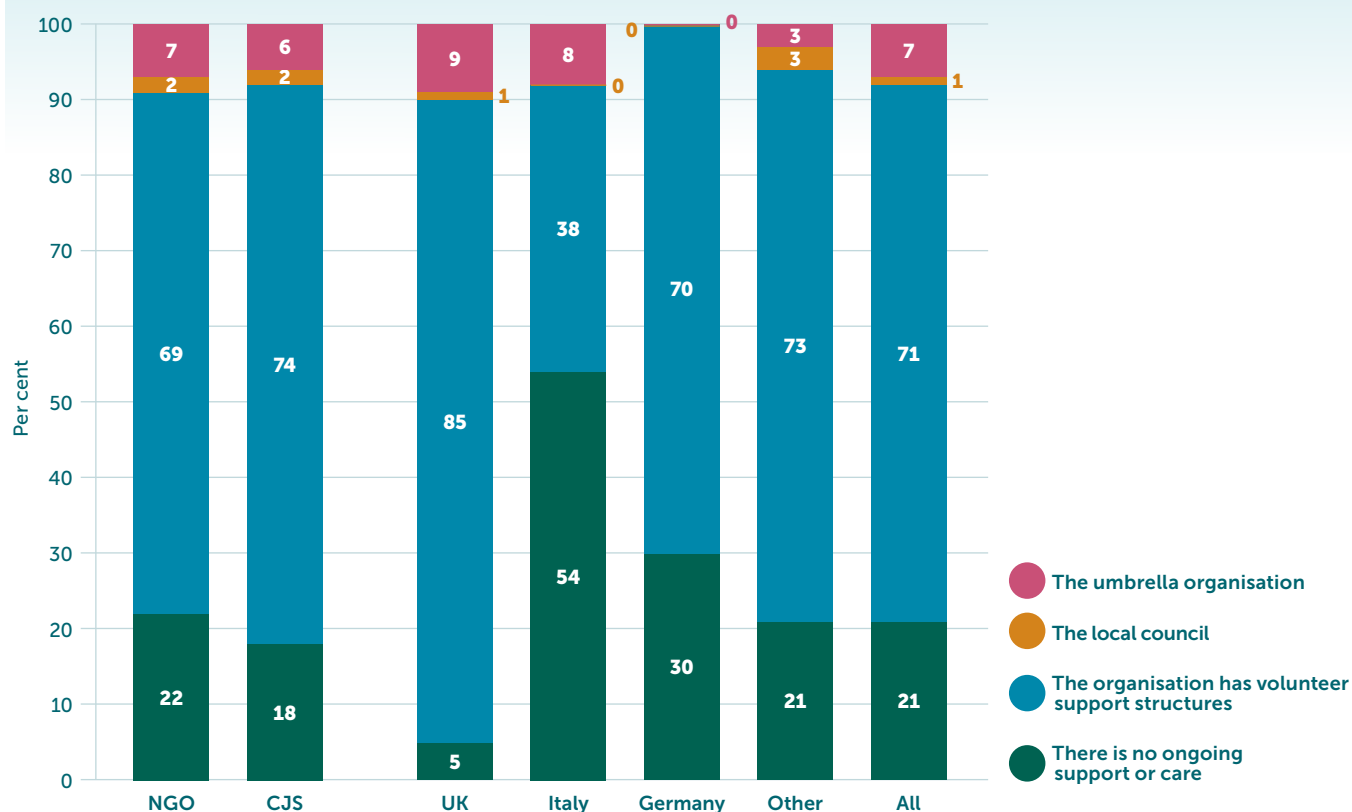
The survey went on to ask about quality assurance and how organisations promoted and facilitated this in their work with volunteers:

- 121 responses – Informal
- 45 responses – Our organisation is part of a voluntary quality standard programme
- 28 responses – We do not have time
- 26 responses – Our organisation is part of an externally accredited programme

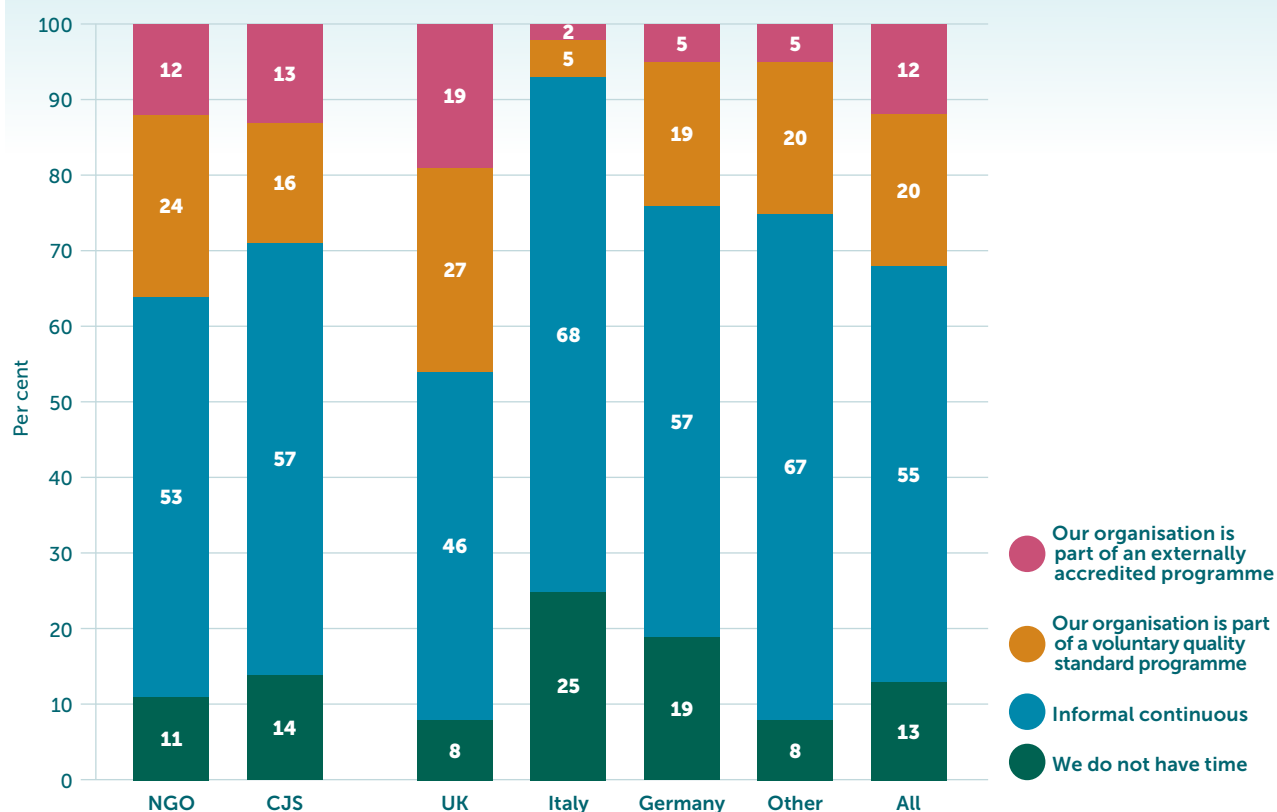
Multiple answers possible; N=198; Missing 11.

Having an externally accredited programme for quality management is rare, though more common in the UK than in other countries. In Italy, quality management is least prevalent, with one quarter of respondents saying they did not have the time to do this. Voluntary or externally accredited programmes are rarely used outside of England, and there is little difference between NGOs and the CJS.

Graph 20 / Comparison of support available to volunteers by sector and country



Graph 21 / Quality assurance approaches in organisations by sector and country



Respondents were asked about reward and recognition of the volunteers they are working with, shown is Graph 22 below.

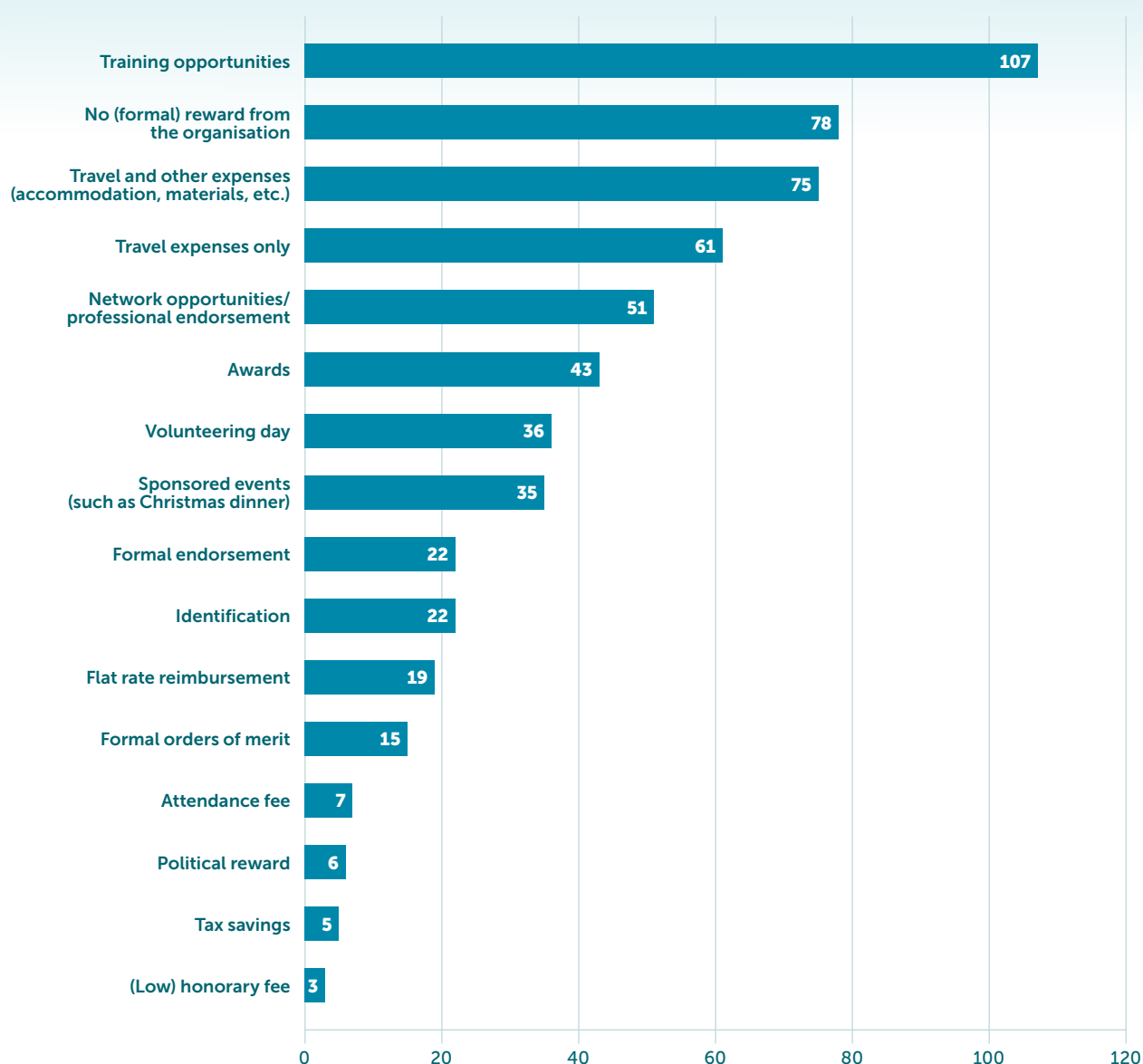
Multiple answers possible; N=208; Missing 1; Average answers 2,8; Max. 16.

Respondents provided a long list of ways in which they reward their volunteers, with a great deal of variation. Some organisations consider the most valuable reward for volunteers to be the role itself, along with the training opportunities and networking opportunities that come with it. Respondents also said that

being able to claim expenses is a reward for volunteers, but financial remuneration (like tax saving, fees) and political reward (like orders of merit) were not seen as that important.

Formal recognition, such as awards, volunteering days and sponsored events, remain important for volunteers. Intriguingly, a significant group of respondents stated that there are no formal rewards offered by their own organisation. In terms of the types of organisation, it appears that political reward plays a stronger role in the CJS compared to the voluntary sector. When

**Graph 22 / Distribution of rewards for volunteers**





making a comparison between countries, the data shows that training opportunities are the most important reward within the UK, whereas Italian respondents predominantly answered that there are no formal rewards.

Asked whether volunteers were typically supported by their own (paid work) employer, the results can be shown as:

- 88 responses – Volunteers are generally unemployed
- 59 responses – No support from volunteers' employer
- 49 responses – Flexible working time
- 30 responses – Recognition and appreciation from employer
- 25 responses – Other
- 18 responses – Employers have paid exemption during work hours for volunteer activities
- 13 responses – Use of employers' infrastructure

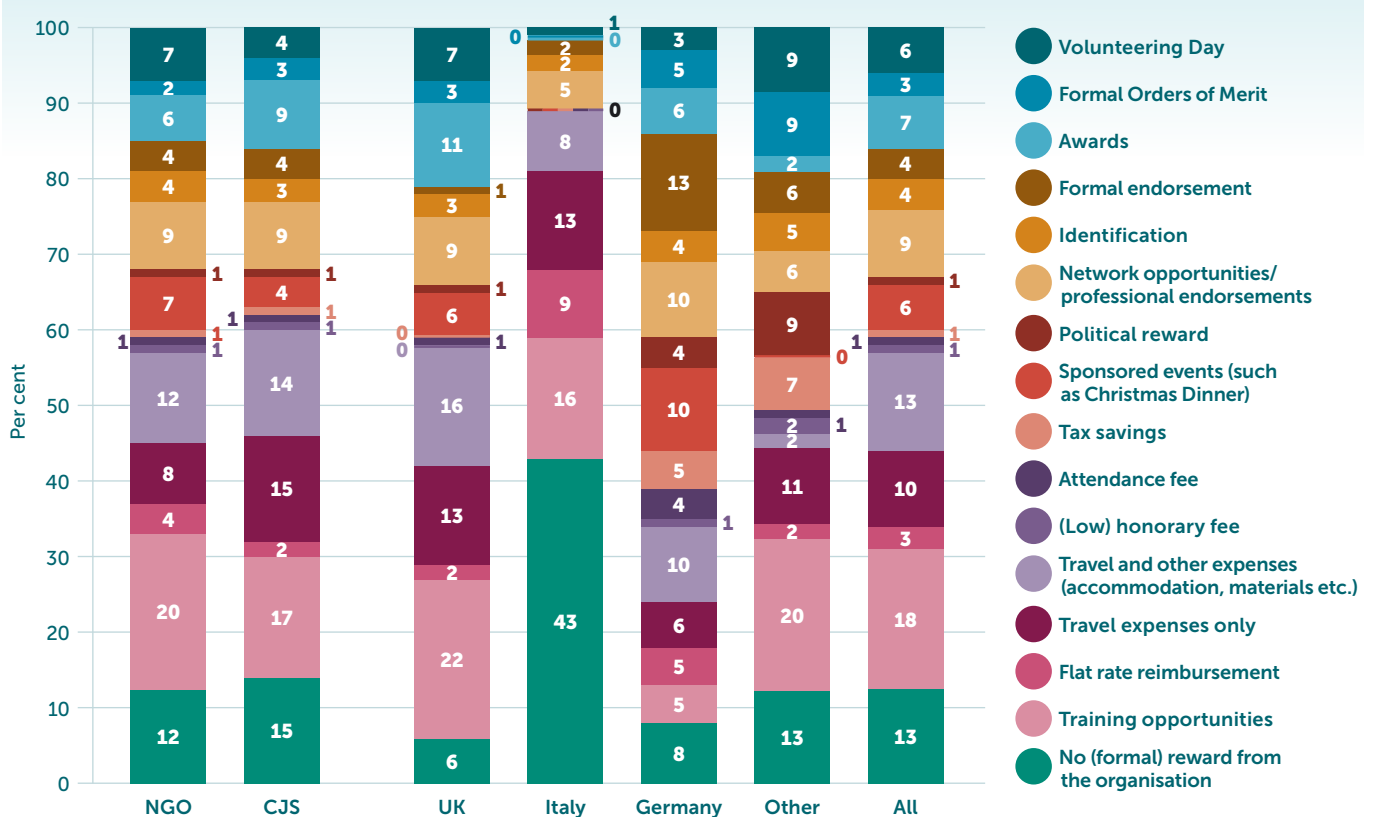
Multiple answers possible; N=183; Missing 23.

In practice it seems that most volunteers are not in employment. They are often unemployed, retired or students. Where they are employed, there is often no support from their employers, or they are self-employed.

There were 25 responses under 'other', which gives a sense that respondents felt this depended on the particular situation of the individual volunteer and that there are no general rules:

- **Germany:** "Normally volunteering takes place in leisure time. But there are some enterprises which support their employees, based on the concept of Corporate Volunteering. There is a trend that engagement is a criteria for employment."
- **UK:** "Support for magistrates from their employers varies considerably. The magistracy is a mixture of full-time, part-time and retired workers, among others. Anecdotally, we have noted an increasing lack of support from employers to release people to sit as magistrates in recent years."

Graph 23 / Distribution of rewards for volunteers by sector and country



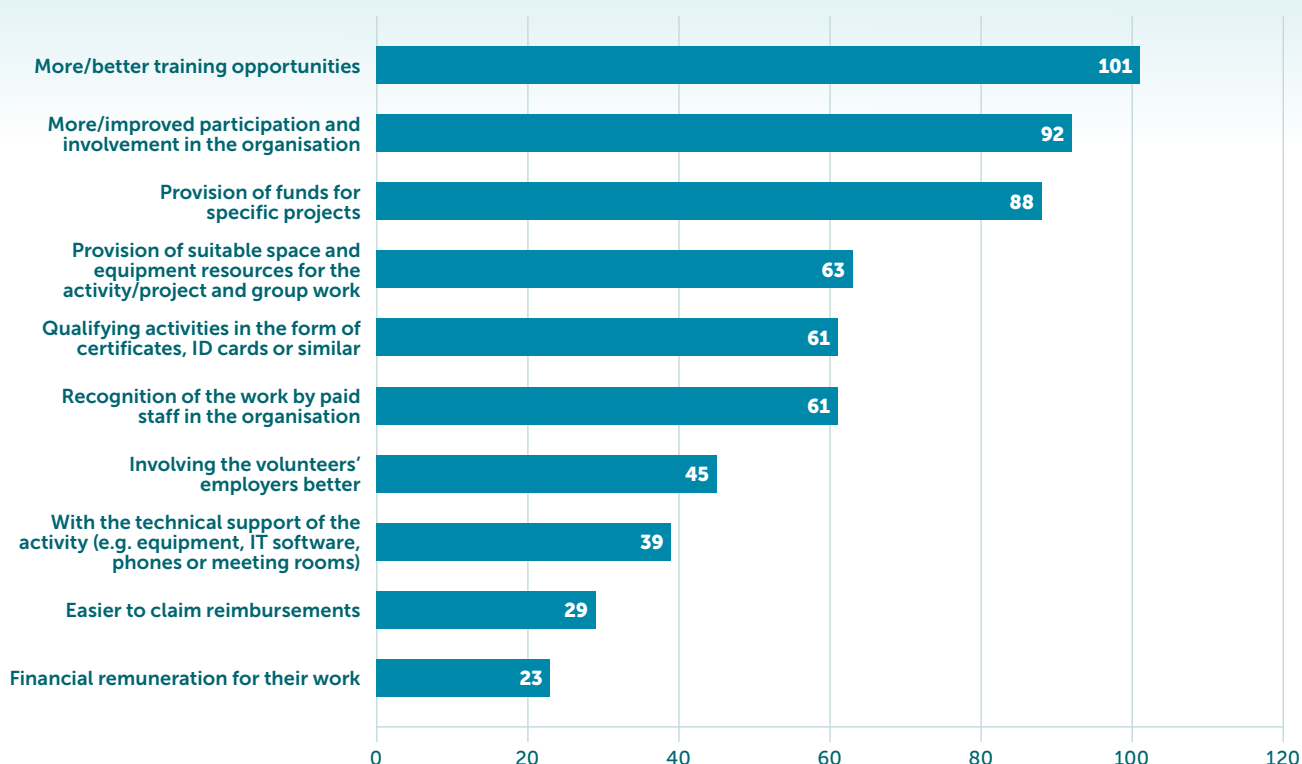
Respondents were asked to highlight improvements that could be made to the current situation for volunteers in Europe – see Graph 24 below.

Multiple answers possible; N=197; Missing 12; average answers: 3,2; Max. 10.

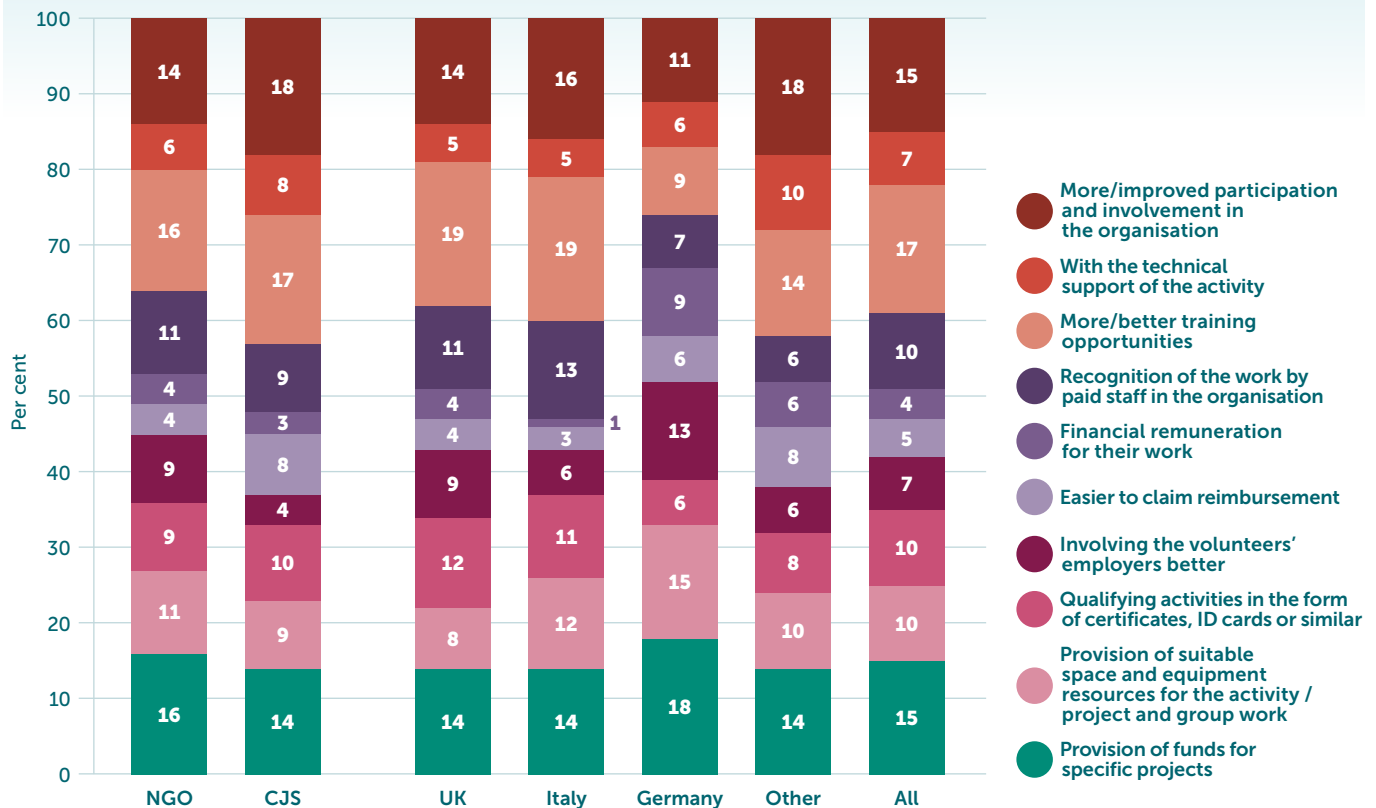
Respondents highlighted some examples of potential support at an organisational level, such as

implementation of quality standards and accredited training, differentiation between the work of volunteers and offering employment opportunities within the organisation. Other examples of support were with funding and more support from the umbrella organisation. See Graph 25 on page 43.

**Graph 24 / Distribution of suggestions for improving volunteering at an organisational level**



**Graph 25 / Distribution of suggestion for improving volunteering at an organisational level by sectors and country**



Responses to the same question asked about a town or district council level, are presented in Graphs 26 and 27 on pages 44 and 45.

Multiple answers possible; N=190; Missing 19; Average answers 3.2; Max. 10.

Most respondents see the necessity for improvement be it in terms of finances, recognition or support from employers.

The survey asked how volunteers working specifically within the CJS could be better supported. There was a fairly low response rate to this question, with only 74 responses received. The respondents referred specifically to the following topics: the organisations carrying out security clearance, better funding, improved role of the umbrella organisation, better public relations, improved and/or tailored training, support and supervision, and recognition by external agencies. Some examples include:

- **Italy:** "A more formal recognition of voluntary work as a training/educational tool would give

volunteers in the social sector a more evident role in society. Furthermore, there is the need for further exchange of knowledge and experience between the penal system and NGOs. Too often judges do not allow volunteering activities with/for (ex) offenders because they misunderstand the value of volunteering."

- **UK:** "Improve their status within prisons and recognition by prisons of the work they do. Prison staff often view volunteers as a burden to be borne rather than collaborative partners."
- **Romania:** "More support from the prisons to allow the individual volunteer to work with offenders. Currently prisons prefer the guarantee of an NGO working with volunteers inside prisons."
- **UK:** "The CJS still discriminates against (ex) offenders undertaking volunteering roles. There needs to be more partnership working using (ex) offenders who have changed their lives for the better and are positive role models. The



prison system in particular needs to be more innovative and allow peer mentors to have the opportunity to access prisoners near release so they can be adequately mentored when released back into the local community.”

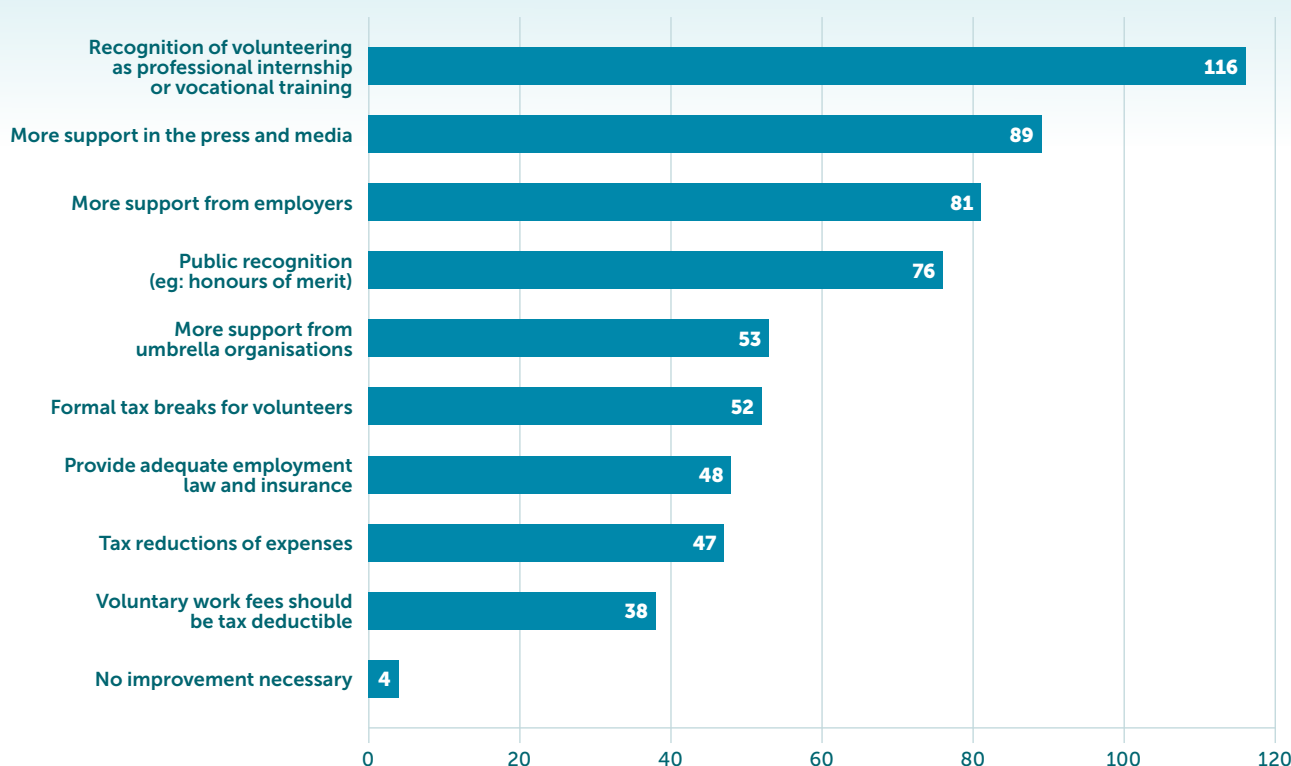
The data suggests that improvements are needed in a number of areas. This is sometimes based on the opinion of individual organisations and their circumstances rather than a collective view. However, there are frequently reoccurring issues presented: more funding, more training, better recognition of volunteers, transfer of knowledge, working conditions in prisons and security clearance procedures.

## 14 / Volunteer motivation

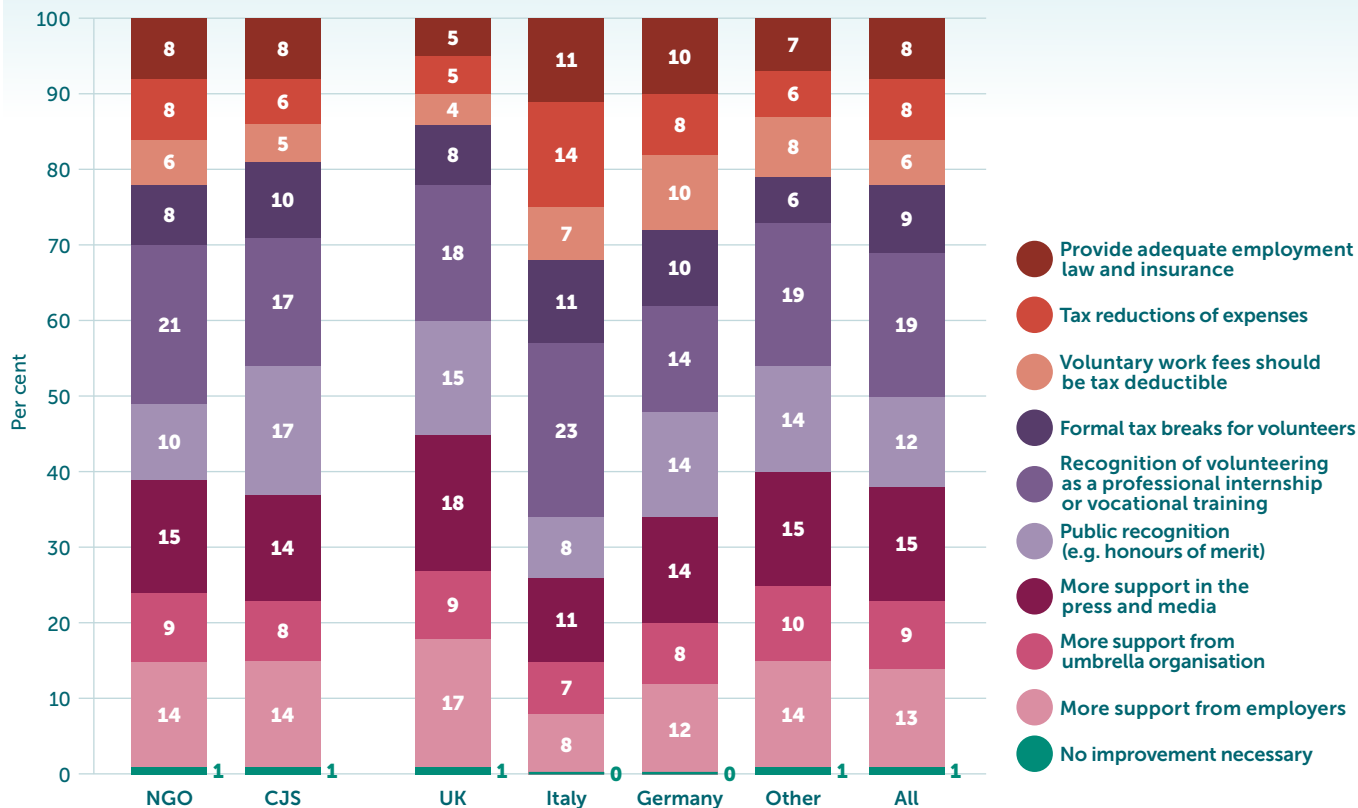
One of the aims of this research is to understand more about the situation of volunteers, so respondents were asked to identify what they believe are the main motivations for volunteering. Respondents identified a variety of motivations for volunteering, such as the desire to build on skills for employment, the desire for companionship or the wish to prevent further victimisation of particular groups. See Graph 28 on page 45. Multiple answers possible; N=204; Missing 5; Average answers 2; Max. 6).

There is still a noticeable variance when broken down by country, as presented in Graph 29 on page 46.

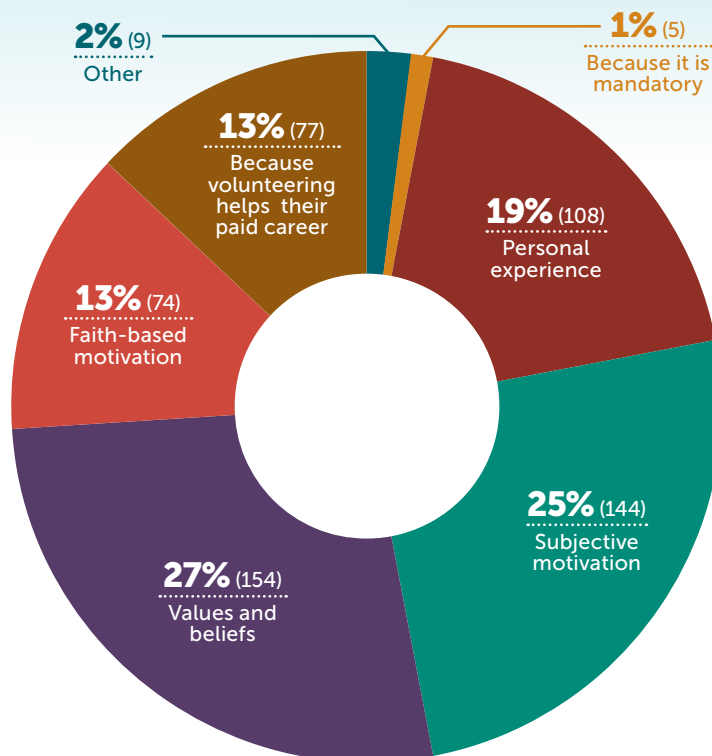
**Graph 26 / Distribution of suggestions for improving volunteering at the local level**



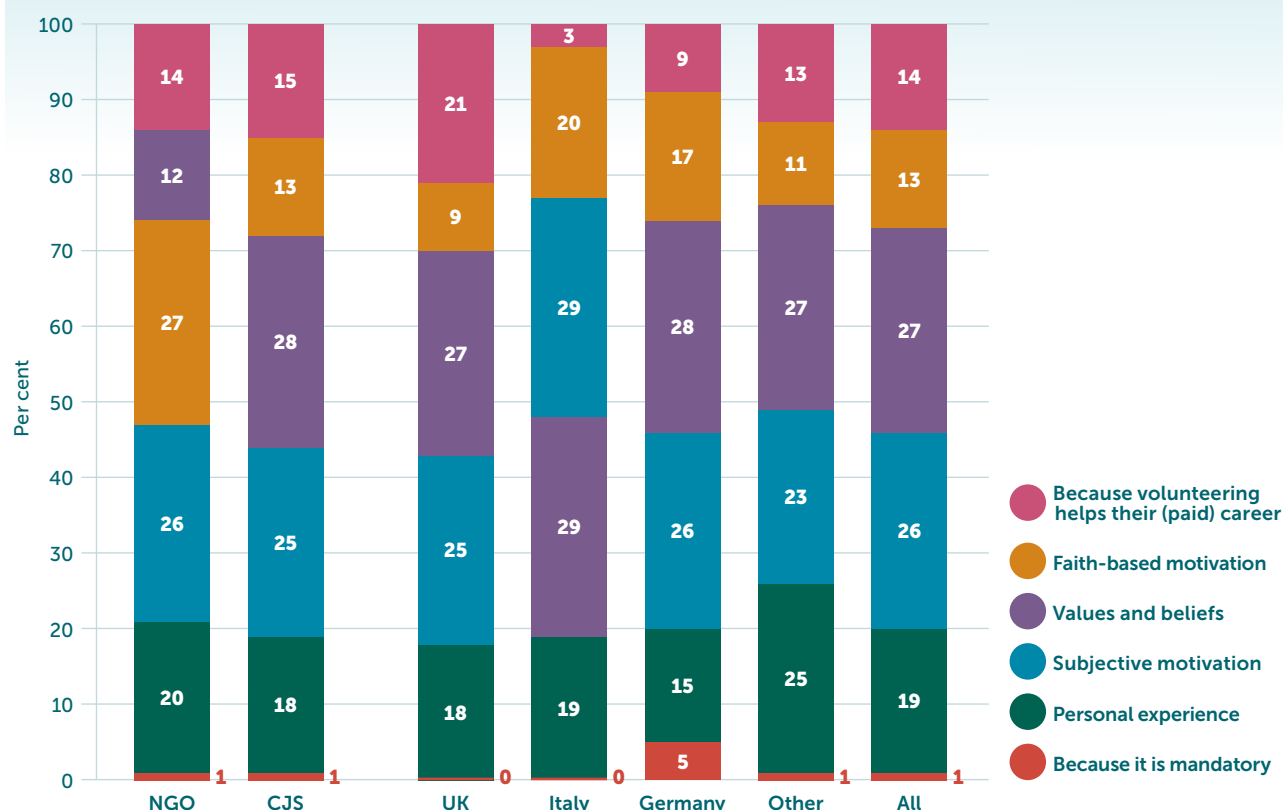
**Graph 27 / Distribution of suggestions for improving volunteering at the local level by sector and country**



**Graph 28 / The motivation of volunteers**



Graph 29 / The motivation of volunteers by sector and country



## 15 / Evaluation of volunteering programmes

Respondents were asked how their organisation evaluated the impact of volunteers and voluntary work. There were 162 responses with 47 leaving this question unanswered.

Some respondents said that evaluations rarely took place, but where they do they would be conducted as part of a regular meeting between staff and volunteers. Some of the examples given by respondents from the UK include:

- “Annual project evaluations, quarterly monitoring of volunteering activity, volunteer satisfaction surveys, service user surveys, reviews and forums.”
- “Anecdotal evidence.”
- “Evaluation tools used with service users at the beginning, middle and end of the mentoring relationship, as well as a questionnaire for volunteers at the end of their mentoring relationship.”

- “We are able to measure volunteering activity through reporting volunteer hours, from which we produce return on investment analysis as a way to measure financial impact. We are able to measure qualitative impact through annual staff surveys and case studies on volunteer experiences.”
- “We have a Volunteer Co-ordinator who is responsible for managing the volunteers across the organisation and ensures that data is captured, including the hours volunteered and stories of success from staff members.”

Amongst the organisations undertaking evaluation processes, a broad variety of measures are used. Some focus on the administrative outputs, regular meetings and supervision; whilst others use specific measures of evaluation such as satisfaction surveys and exit interviews. Organisations reported using external evaluation – for example academics or think tanks – and rarely using standard evaluation forms (for example, dynamic risk review), instead opting for self-evaluations.

It is also apparent that many organisations see the necessity of doing some kind of evaluation even if it is frequently done in an informal way.

Respondents were asked whether their volunteers have the opportunity to give feedback to the organisation. 173 respondents said yes and 12 said no. Some have a Volunteer Co-ordinator organising supervision and feedback mostly through regular meetings:

- **UK:** "Our annual membership review gives people chance to comment. Our annual review is given to senior volunteers, with opportunities to feedback on specific services."
- **Germany:** "Via a continuous exchange between volunteers and professionals, there is an established culture making even daily feedback possible to unburden volunteers in case of conflict or grievance."

## 16 / Financing and impact

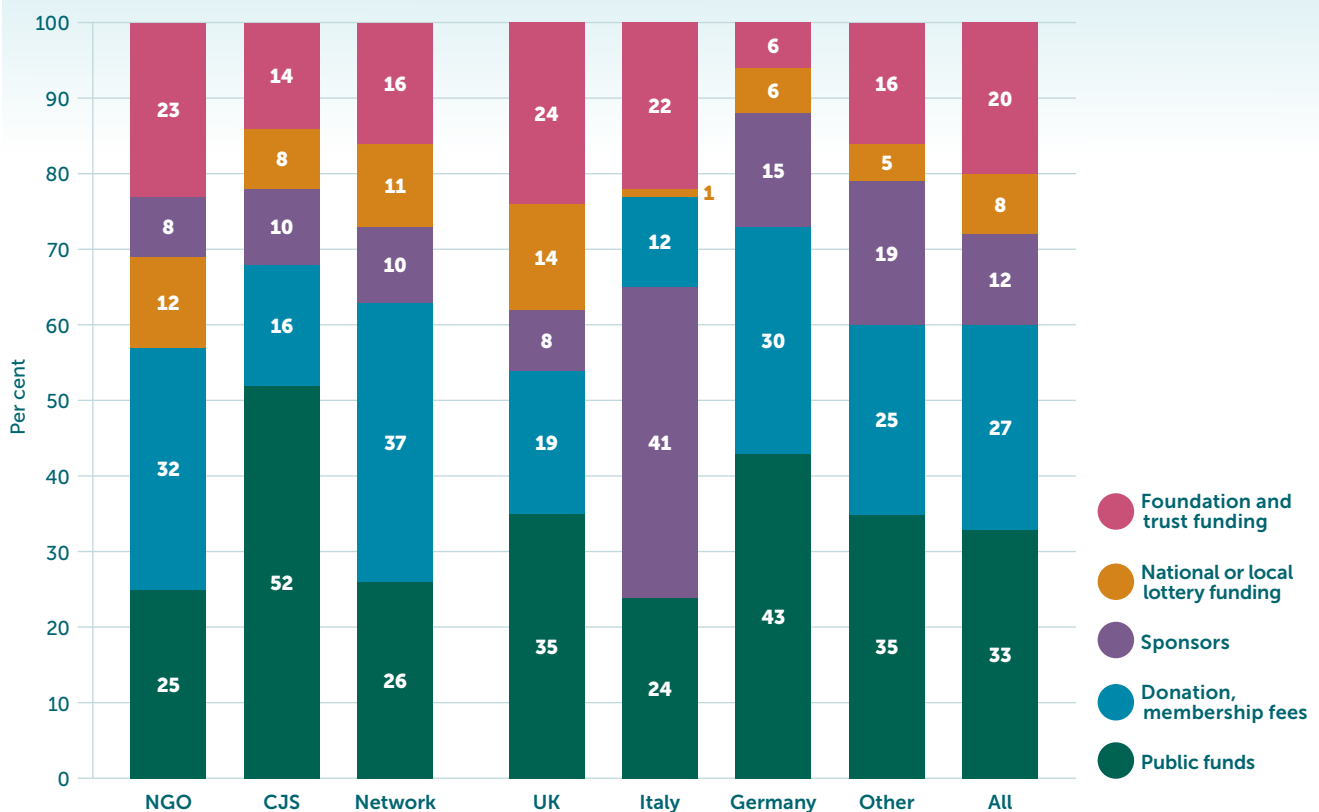
The survey asked respondents how their organisation finances their volunteer programmes:

- 109 responses – Public funds
- 92 responses – Donation, membership fees
- 67 responses – Foundation and trust funding
- 57 responses – Other
- 39 responses – Sponsors
- 27 responses – National or local lottery funding.

Multiple answers possible, N=195; Missing 14; Average answers: 2; Max: 6.

Respondents referred to 57 other sources of funding which included: 18 justice sources (national and/or regional Departments of Justice), three European Union projects, self-financing, and other national or regional public funding bodies (Department of Health and Social Services and Public Safety, Department of Environment, Community and Local Government, and the Police). One respondent said they generate their own income through a charity shop.

Graph 30 / Financing of organisations by sector and country





The CJS is strongly built around public funding. This is particularly true for Germany and the UK where organisations are also reliant on trust funding.

Respondents were then asked about sustainability and how quickly resources allowed organisations to engage and train volunteers:

- 81 responses – Very quickly (few resources are needed to train and engage volunteers)
- 45 responses – Up to six months in advance
- 4 responses – Two or more years in advance (substantial and sustained income is needed to recruit and train volunteers).

(N=133; Missing 76).

The next question was about the value that voluntary work provides to (ex) offenders, their families and victims of crime. The data is presented in Graph 31 below.

1=No significant value – 4=Very important; N=187.

The data suggests that most respondents believe there is a positive impact to volunteering within the CJS and that the rehabilitation process is the most important element of this.

The survey went on to ask respondents about the challenges that exist in sustaining and developing

volunteering within their respective countries, and how significant these are. See Graph 32 on page 49.

1=Not significant – 4=Very significant; N=192.

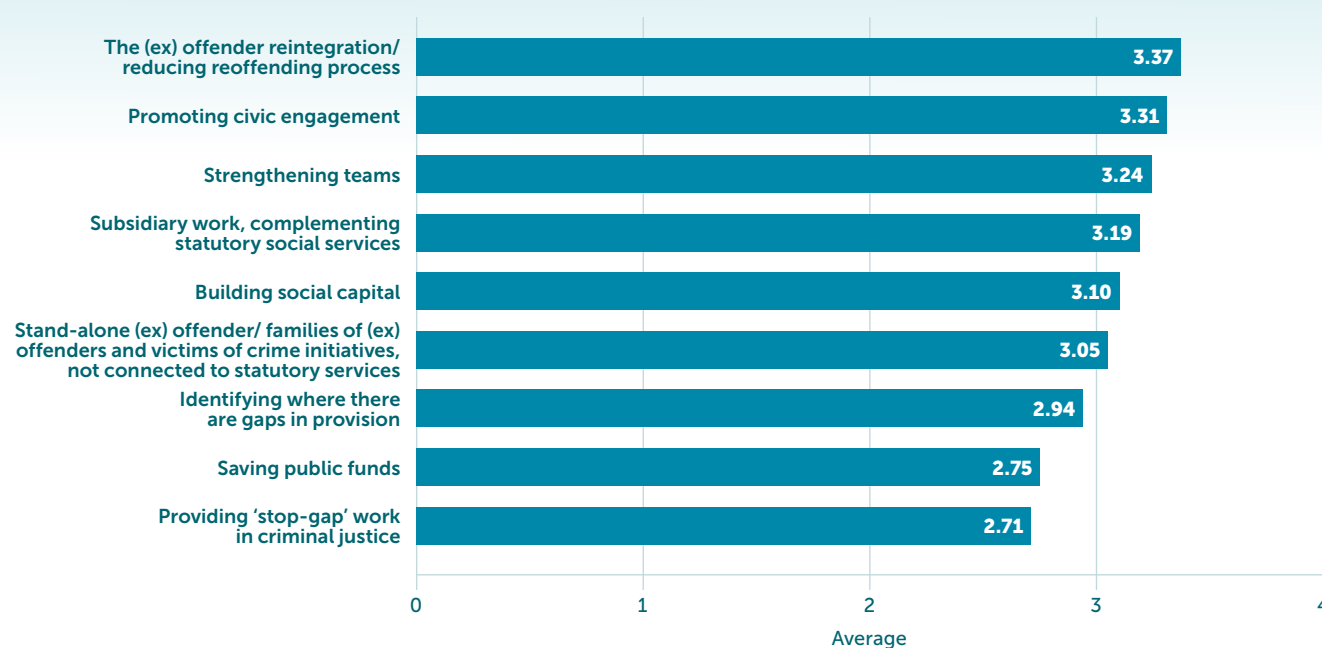
The most significant challenge facing the sector is the issue of financing and funding whereas legal provisions and legislation are not often seen as problematic. Qualifications and training, the position of the voluntary sector within the Criminal Justice System and the recognition and reward of volunteers were other challenges organisations faced in the promotion of volunteering, and are consistent themes across Europe.

The survey then asked whether the work of volunteers succeeded in changing the mind-set of communities and networks regarding the rehabilitation of (ex) offenders, resettlement and reducing the effects of crime. Interestingly, approximately  $\frac{3}{4}$  of respondents felt that there is a positive influence to the work of volunteers in this field. See Graph 33 page 49.

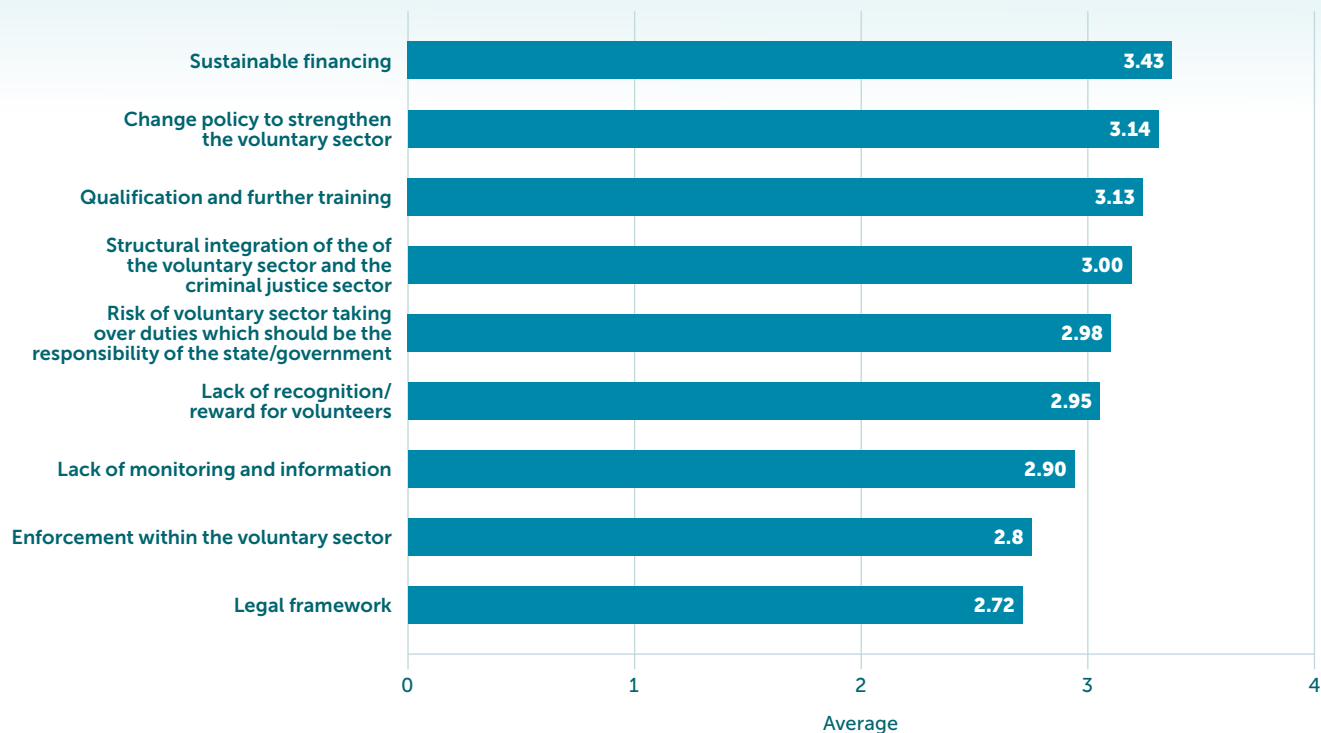
- Yes – 151 (75%)
- Don't know – 40 (20%)
- No – 10 (5%)

N=201; Missing 8

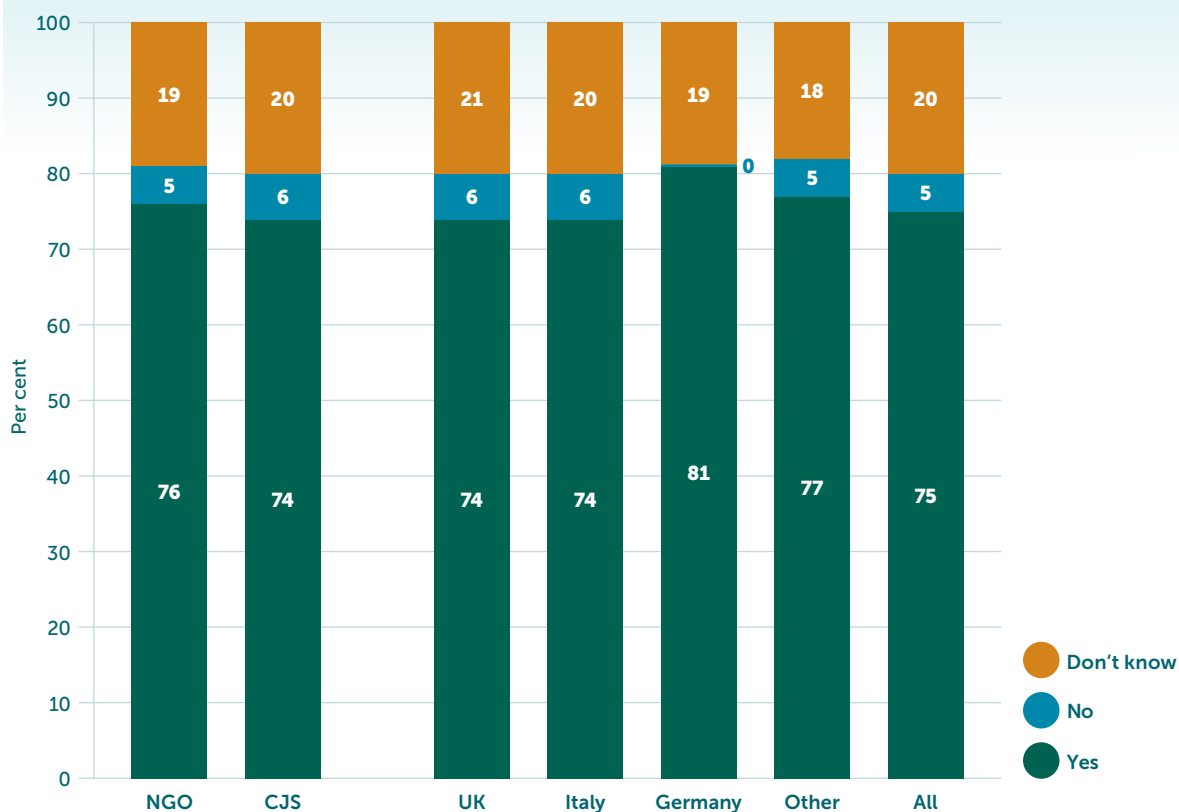
**Graph 31 / Distribution of suggestions for improving volunteering at the local level**



**Graph 32 / Distribution of current challenges faced in sustaining and developing volunteering**



**Graph 33 / Can volunteering change mind-sets regarding rehabilitation?**



# Key findings

**Overall, the results of the study indicate that organisations which involve volunteers are moving towards further improving their standards around the use of recruitment strategies, standardisation and quality management.**

For the issues and themes below to be effective, co-operation between parties should be taken into account. This involves a number of aspects: co-operation between the CJS and the voluntary sector, co-operation between volunteers and their organisation as well as co-operation between volunteers and paid staff members.

Based on these observations, one could cautiously propose that the role, practice and involvement of volunteers is gradually modernising. Volunteering will need to lose its image of being an activity which people just do for personal, altruistic reasons, and move towards becoming a key social networking activity grounded in a commitment to civic engagement.

Generally, regarding the professionalisation of volunteers, there are three questions raised. Firstly, is there a move towards more specific training of volunteers, or are an individual's qualifications and social skills sufficient? Secondly, can volunteer training become better linked-up bringing in other organisations, professionals and the wider community. Lastly, is volunteering developing into a networking activity?

Volunteering should be seen as an integral part of the rehabilitation process, not as simply an add-on or free resource.

Based on the data collected, a number of common issues and themes around the role and value of volunteers in working in criminal justice can be presented.

## **Adapting training to meet need**

- 1 Volunteering is thriving across the CJS, and the involvement and training of volunteers must account for this growth. One possibility is to use the qualifications held by volunteers for the benefit of a service.



- 2 The different needs of volunteers and service users must be taken into account at all times, as should the different roles volunteers have within the sector including:

- Practical work (mentoring, supporting, training)
- Organisational work (Board activity)
- Lobbying, advocacy and others (networks, etc).

### Training and support

- 1 Basic training for all volunteers is needed, whilst a more tailored, intensive approach is necessary for working with specialist client groups.
- 2 The ongoing support and supervision of volunteers is of utmost importance. Volunteering is an important process and at every stage there should be engagement with the organisation and somebody that the volunteer can call on for support and guidance.

### Motivation and reward

- 1 Organisations should identify the exact motivations of individuals wanting to volunteer within the CJS so that they can be placed correctly, mitigating the chances of any negative experiences for both parties. It is especially important that volunteers are matched correctly with service users based on a proper needs assessment.
- 2 The data enables us to see how qualifications and training are viewed as being key rewards for the work volunteers do. Motivation is also strongly linked to public recognition and praise, for example via the media.

“Volunteering should be seen as an integral part of the rehabilitation process, not as simply an add-on or free resource.”



# Recommendations

## Supporting the vital role that volunteers play in criminal justice

### 1 **A European mandate to promote improved integration of justice with voluntary sector services.**

The diversity of voluntary work is integral to how the Criminal Justice System delivers services; volunteers complement the work of paid professionals and significantly increase the scope of work. The more we know about the organisations and the services they deliver, the more value the voluntary sector can add. We recommend increasing the European evidence base around volunteering in justice, and keeping the voluntary sector high on the justice agenda.

### 2 **A European standard of accredited training to improve the response to complex target groups.**

Voluntary sector organisations are increasingly required to advocate for and support some of the most marginalised groups in our societies, and to work within complex justice systems. A European standard of accredited, basic training would ensure quality throughout at a reduced cost to individual organisations, as well as offering a consistent level of support to service users across Europe. The JIVE project is developing a standardised volunteer training programme which can be adapted to suit the needs of specialist target groups, with optional add-on modules responding to specific needs. We recommend this should feed into an EU-wide standard, enabling countries developing voluntary sector justice provisions to build on existing good practice.

### 3 **Improve recruitment, training and support practices to reflect a demanding voluntary role.**

Standards of recruitment, training and support of volunteers need to become significantly more robust to deal effectively with the increasing dependence of European justice on volunteer services. We recommend that organisations should be given practical support on how the needs, eligibility and profiles of volunteers are properly assessed, and funders or partners need to accommodate this requirement in their financial costings.

### 4 **Volunteer programmes should be adequately resourced and volunteers' value recognised.**

The growing expectation that many voluntary sector services are delivered 'for free' should be challenged. Volunteers need the same investment as any other organisational resource. We recommend that organisations should be given guidance on calculating the costs associated with their volunteer programme, and funders or partners should make room for these 'hidden' costs in their proposals.

### 5 **European investment in a culture of volunteering.**

Volunteers working in the Criminal Justice System are particularly valued for their independence, front-line contact, contribution to the social inclusion of (ex) offenders, and support to families of (ex) offenders and victims of crime. We recommend that there should be a national-level drive to promote volunteering, specifically within criminal justice, which would help organisations recruit and retain this vital resource.

### 6 **European recognition of diversity.**

We recommend that there should be better representation of the backgrounds and multiple complex needs of (ex) offenders, their families and victims of crime. This in turn would be facilitated by a more diverse volunteer cohort, better integrated into European justice systems.

### 7 **Reward, recognise, and motivate.**

As part of the drive to promote volunteering in the sector, we recommend that formal dialogue should be consistently maintained between volunteers, employers, and paid staff, particularly as volunteers become more involved in areas such as public service delivery and within the private sector. This will ensure that long-term, positive relationships are forged between stakeholders.

### 8 **Improve the quality of volunteer programme evaluation throughout Europe.**

Evaluating the work of volunteers is part of developing an evidence base of their integrated contribution to the justice sector, and of learning transferable lessons from good practice. We fully support further research and development in this field, and recommend the support of a network for the dissemination of results.

### 9 **Support volunteering to build healthy, resilient communities.**

Volunteering is a way for people to give back to and connect with their community, to meet new people and maybe develop a new career. It has a powerful impact upon communities and every sector is responsible for strengthening these. We recommend that the voluntary sector and the Criminal Justice System be supported to build more effective partnerships and better conditions for their volunteers, staff and clients.

### 10 **Improve volunteer provision in Eastern European member states.**

The study has uncovered significant differences in the standard of volunteering practice across Europe. In some countries the quality of volunteering practice in the Criminal Justice System is quite high, but in others there is no consistency, particularly in Eastern Europe where volunteering is not an integral part of the Criminal Justice System. We recommend an additional drive in the Eastern European member states to give significant support to the voluntary sector of those countries, enhancing the justice sector and building cohesive communities.



## End notes

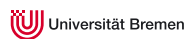
- 1 See: <http://www.eyv2011.eu/resources-library/item/501-policy-agenda-on-volunteering-in-europe-pave-eyv-2011-alliance-2011>
- 2 SOC/431-EU Policies & Volunteering:  
[http://ec.europa.eu/citizenship/pdf/opinion\\_28\\_march\\_2012\\_final\\_en.pdf](http://ec.europa.eu/citizenship/pdf/opinion_28_march_2012_final_en.pdf)
- 3 In surveys about general volunteering in Europe, there is usually a higher number of volunteers in the northern (Scandinavian) states.
- 4 In the Czech Republic contacts told us that there are no volunteers working in the CJS.
- 5 European Academy Berlin (eds.): European Day of Lay Judges. Berlin 2012
- 6 For more information: <https://www.gov.uk/government/organisations/disclosure-and-barring-service>
- 7 <http://www.clinks.org>
- 8 <http://www.volontariatogiustizia.it>
- 9 <http://www.bag-s.de>
- 10 <http://www.dbh-online.de>
- 11 In Germany there is no dedicated umbrella organisation for volunteers in working in justice. However, in the region of Baden-Württemberg, there is an umbrella organisation working in the field of work with prisoners, probationers and (ex) offenders.





# Justice Involving Volunteers in Europe

# JIVE



This project is funded by the  
Criminal Justice Programme of  
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