

# Marketisation, commissioning and the mixed economy of the CJS

A tale of our times.

Supporting voluntary organisations that work with offenders and their families

**CLiNKs**

## Marketisation

- The process whereby market forces are imposed in public service (Whitfield 2006)
- Rationale is economic
- Focused on services for which there is no longer a demand; to stimulate healthy competition; to stimulate better use of resources and offer better quality services at a lower level of public investment

## Commissioning

- Describes the process of assessing need, identifying available resources, planning how to use the resources, arranging service delivery, reviewing the service and then reassessing need

## Some immediate problems

- Complicated issues and complicated lives do not easily match market ideas of single purchase units; single transactions and the complexity of multiple add-ons
- The neatness of commissioning definitions leave aside the complications of procurement;
- The voluntary sector operates, and is expected to operate, on a different basis to the market (governance; surplus; people rather than products etc)
- So is it a good model to impose?

## And then .....

- Is the market a trusted and viable concept still?
- Mixed economy or transition economy?
- Who dominates this market – punishment? rehabilitation? Victims? Communities? Providers? Commissioners?
- Evidence (desistance) / status quo / political imperative
- Other market ideas – Finances; Labour force skills; Criteria for new entrants; the power of marketing;
- Political matters – localism; PCCs;

## Consequences:

- Competition to achieve collaboration.
- Commissioning for the impossible.
- Statutory organisations only commission?
- Should there be any control over process?
- CJS as 'hospital' or 'workhouse'
- Offenders needs vs offenders lives

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The logo for CLiNKs is positioned in the bottom right corner. It features the word "CLiNKs" in a bold, white, sans-serif font against a blue background. Below the text, there are three horizontal bars of different colors: a green bar on the left, an orange bar in the middle, and a red bar on the right.

# About Clinks

- **National infrastructure charity**
  - established in 1998 to support the voluntary sector working with offenders and their families
- **Membership organisation**
  - Over 270 members and a network of almost 3,000 contacts
- **Services & Products**
  - Providing a range of training, information, advice, networking, consultations, and publications.

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# Our principles

- Collaboration and mutuality
- Influence and voice
- Inclusivity and diversity
- Capacity building

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# Our four strategic aims

1. Promoting the work of the VCS
2. Effective Partnerships
3. Promoting Service User Engagement
4. Tackling racism and discrimination

## **Clinks**

25 Micklegate

York

YO1 6JH

01904 673970

[info@clinks.org](mailto:info@clinks.org)

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

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