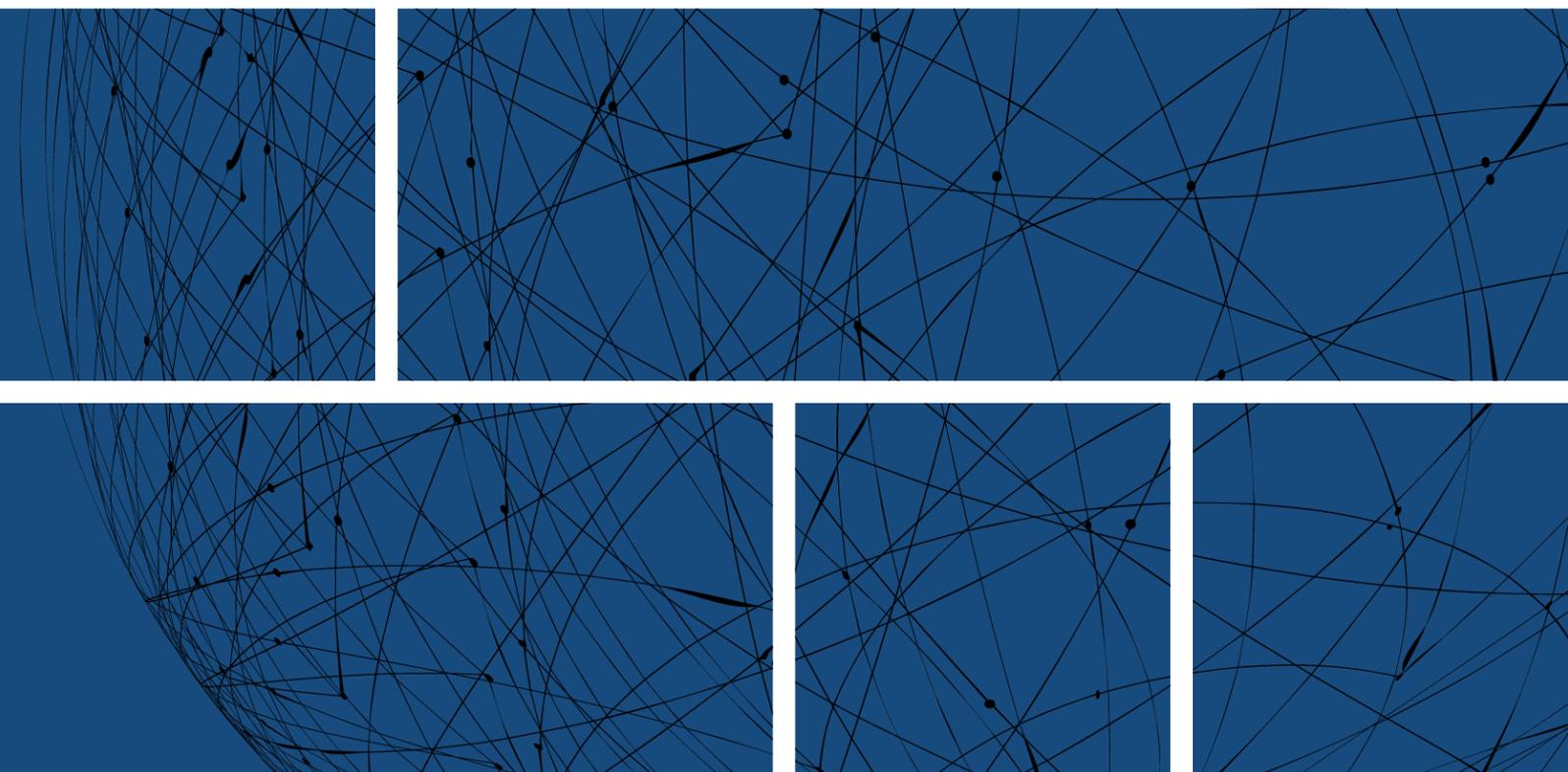


**Criminal  
Justice  
Alliance**

# **Strategy 2019-2022**

**Connecting for Change**



# Our members

The Criminal Justice Alliance (CJA) has continued to establish itself as a focal point for a wide range of organisations across the criminal justice pathway from prevention to policing, prisons to probation and beyond including housing, health, equalities and victim services. Our membership has grown to **over 150 organisations** across England and Wales, including charities, professional associations, think tanks and research bodies.

A Way Out	Emmaus UK	National Appropriate Adult Network	Samaritans
abandofbrothers	Enterprise Exchange	Nehemiah Project	Shannon Trust
Access2Advice CIC	Escaping Victimhood	New Bridge Foundation	Shekinah
Addaction	Faculty of Forensic and Legal Medicine	Oak Foundation*	Social Enterprise Research and Innovation Foundation
Adullam Homes	Family Action	Offploy CIC	Sova
Agenda	Family Links	Open Book	Spark Inside
Alcohol and Drug Service	Fine Cell Work	P3	StandOut
Anawim	Footprints Project	Pathways to Independence	St Giles Trust
Anglia Care Trust	Forgiveness Project	Pecan	St Mungo's
AMIMB	Forward Trust	Penal Reform International	Standing Committee for Youth Justice
Beating Time	Fry Accord	Penrose	StarUp CIC
Bounce Back	Futures Unlocked	Police Foundation	Step Together
Browns Community Services	Give a Book	POPS	Volunteering
Black Training and Enterprise Group	Griffins Society	Prison Advice and Care Trust	Storybook Dads
BACO	Hackney CVS	Prison Fellowship	Strawberry Fields Training
Care Leavers' Association	Hibiscus Initiatives	Prison Governors Association*	Switchback
Caring for Ex-Offenders	Infobuzz	Prison Radio Association	Sussex Pathways
Catalyst Housing	INQUEST	Prison Reform Trust	Tempus Novo
Catch22	Inside Connections	Prisoners Abroad	Thames Valley Partnership
Centre for Justice Innovation	Institute for Criminal Policy Research	Prisoners' Advice Service	The 4Front Project
Change, Grow, Live	Ipswich & Suffolk Race Equality Council	Prisoners' Education Trust	The Change Project
Chrysalis Foundation	Irene Taylor Trust	Probation Institute	The New Leaf Initiative
Church of England Mission and Public Affairs Division	JUSTICE	Quaker Crime, Community and Justice Group	The Wallich
Circles UK	Juvenis	Race Equality First	The Zahid Mubarek Trust
Clean Break	Key4Life	Race on the Agenda	Trailblazers Mentoring
Clean Sheet	KeyRing	Reach Every Generation	Transform Drug Policy Foundation
Clinks	Khulisa	RECOOP	Transform Justice
Commons Law CIC	Langley House Trust	Redthread	Unlock
Commonweal Housing	Leaders Unlocked	Rees Foundation	Unlocked Graduates
Community Chaplaincy Association	Leap Confronting Conflict	Release	Unlocking the Potential
Community Led Initiatives	Learning and Work Institute	Respond	User Voice
Community of Restorative Researchers*	Learning Partnership West	Restorative Justice Council	Victims First Northumbria
Concord Prison Trust	Magistrates Association*	Restorative Solutions	Victory Outreach UK
Conviction	Making It Out CIC	Restore Support Network	VOYAGE
Crime in Mind	Margaret Carey Foundation	Revolving Doors Agency	Wales Restorative Approaches Partnership
Diffusion	Mental Health Foundation	RIFT Social Enterprise	Walking With The Wounded
Druglink	Nacro	RoadPeace	Why Me?
Education and Training Foundation	NatCen Social Research (Crime and Justice team)	Safe Ground	Witness Confident
		SAFE!	Women in Prison
			Working Chance

**Prevention**

**Policing**

**Courts**

**Prison**

**Probation**

# Foreword

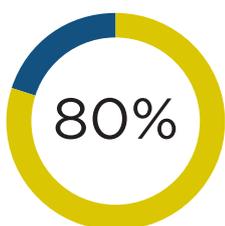
When I took over as Director in July 2018, I was delighted to meet and talk with many of our members about the future strategy for the Criminal Justice Alliance. Through a combination of workshops, meetings and a survey we canvassed members' and stakeholders' views and refreshed our vision, mission, approach and strategic objectives.

This process has reinforced the fact that our strength is in the huge breadth of our members' expertise. This strategy sets out an ambitious plan to harness and share this in order to tackle some fundamental, systemic issues with relevance across the criminal justice pathway.

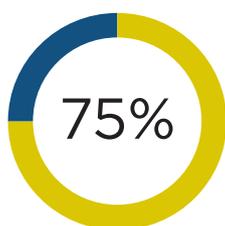
The title of the strategy 'Connecting for Change' reflects a common theme across our conversations with members and stakeholders – that the CJA can play a unique role in connecting people across criminal justice 'silos' to improve the system as a whole. We can do this by sharing good practice, connecting our members with policy-makers and actively involving people with lived experience to achieve a fairer and more effective criminal justice system. We look forward to working with members, supporters and policy-makers over the next three years to tackle some vital issues and create positive change together.

**Nina Champion, Director**

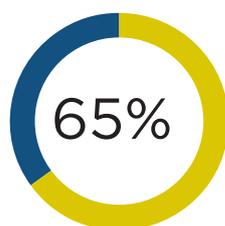
<p>"CJA provides a voice for organisations like ours whose focus is service delivery. It also provides valuable networking opportunities"</p>		<p>"It is helpful to know what is going on nationally, through the work of other members"</p>	<p>"A forum for discussion and co-ordination, a route to promote my organisations work, a source of information"</p>	<p>The value we add (Member survey 2018)</p>
	<p>"The CJA allows us to be part of a wider voice across the sector and brings together cross sector themes for prison, probation and policing"</p>	<p>"The email bulletin is great!"</p>		
<p>"The CJA is in a unique position to unite the sector and help us work together more effectively"</p>	<p>"Help re-frame the debate around justice issues"</p>		<p>"CJA is too London-focused. Hopefully this is beginning to change"</p>	<p>What we could do better or more of (Member survey 2018)</p>
	<p>"We hope the CJA will provide amplification for our services and policy work"</p>	<p>"Building capacity, lobbying policy makers, creating relationships between workforce and policy makers, inter-sector networking, informing and educating"</p>		



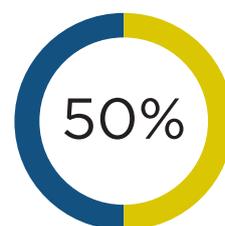
wanted expert groups



wanted discussion forums with senior officials



wanted resources on influencing



wanted to contribute to policy consultations

# Our Vision

A fair and effective criminal justice system which is:



## Safe

Treats people humanely and protects their physical and mental wellbeing.



## Smart

Supports cross-sector solutions to significantly reduce the prison population and promotes prevention, diversion and rehabilitation.



## Person-Centred

Meets individual needs, offers hope and opportunities for positive life change and values lived experience.



## Restorative

Addresses harm by supporting victims and people impacted by crime and focuses on reparation and re-connection to the community.



## Trusted

Is transparent, open and accountable and promotes equality, diversity and inclusion.

# Our Mission

- To work with our members to identify and promote solutions for systemic change.
- To make connections between people and ideas across the criminal justice pathway.
- To connect with, and influence, policy makers and the public to achieve our vision.



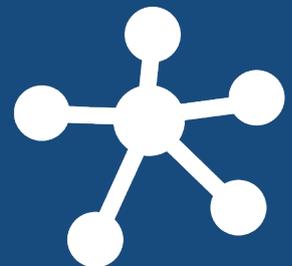
**Collaborative**



**Empowering**

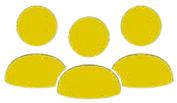


**Independent and influential**



**Systemic**

# Our strategic objectives 2019-2022



**Increase engagement of members to draw together expertise and build a vibrant network for change.**

**“We have a massive wealth of expertise to help you. We need to collaborate more to create change”**  
**CJA member**

- Increase opportunities for members across the country to network and meet policy makers, civil servants, and commissioners through meetings, policy forums and expert working groups.
- Co-produce consultation responses and briefings with members.
- Celebrate success and ‘what good looks like’ through the annual CJA Awards.
- Grow CJA membership, particularly grassroots and user-led organisations and organisations with expertise in equalities issues.
- Refresh CJA website and communications to increase engagement and utility to members and other stakeholders.



**Build the capacity of small organisations and people with lived experience to influence policy, practice and public opinion.**

**“Lived experience is a weakness in the sector. It is often tokenistic”**  
**CJA member**

- Explore ways to help small organisations to influence policy, practice and public opinion.
- Scope the development of a fellowship programme to support people with lived experience of the criminal justice system to influence policy.
- Contribute to the HMPPS Service User Advisory Group.

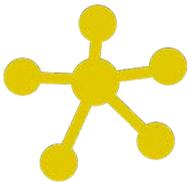




## Influence national and regional policy makers, commissioners and the public to achieve our vision.

**“It is good to know there is a body that is able to lobby and campaign on issues of importance to the sector”**  
CJA member

- Meet regularly with policy makers, officials and commissioners.
- Contribute to Ministry of Justice Advisory Group on Female Offenders, Home Office Voluntary Sector Forum and Transition 2 Adulthood Alliance.
- Continue role as a designated Home Office policing super-complainant.
- Support initiatives to re-frame criminal justice and promote constructive, solution-focused journalism through annual CJA Media Awards.



## Adopt a systemic approach to influencing change looking at ‘golden threads’ across the criminal justice pathway.

**“The CJA’s uniqueness is its membership across the criminal justice pathway. The ability for cross-fertilisation and breaking down silos”**  
CJA member

- Bring together members to break down silos by sharing learning, good practice and expertise.
- Take a systemic approach using three broad, cross-cutting themes to explore ‘what good looks like’ across the criminal justice pathway:

**Effective scrutiny and accountability**

**A fit for purpose and diverse workforce**

**A restorative criminal justice system**

## Effective scrutiny and accountability

“There’s scrutiny, but not a lot of accountability”  
CJA member

### Local

Evaluate and improve local scrutiny mechanisms across a range of criminal justice settings and issues, including stop and search, with a focus on equality outcomes for women, young adults and BAME people.

### National

Analyse the effectiveness of cross-departmental working and accountability and explore the role of national accountability mechanisms such as Inspectorates and Ombudsmen.

### International

Research the effectiveness of international accountability and scrutiny measures in improving criminal justice in England and Wales.

## A fit for purpose and diverse workforce

“If you want an effective criminal justice system, then you need an effective workforce”  
CJA member

### Diversity and lived experience

Promote greater diversity, in particular racial diversity, in the criminal justice workforce and improve access for people with lived experience to work in the criminal justice system.

### Recruitment, training, development and support

Identify the skills and training needs of the criminal justice workforce, focussing particularly on maturity, equality & diversity, trauma-informed and restorative approaches.

### Leadership

Explore the role of progression and developing effective leaders in criminal justice settings.

## A restorative criminal justice system

“With restorative approaches there is potential to give the criminal justice system a real sense of legitimacy”  
CJA member

### Restorative justice and practices

Promote RJ and restorative practices across the criminal justice pathway, including for young adults and BAME communities, and continue to campaign for an entitlement to RJ for victims of crime.

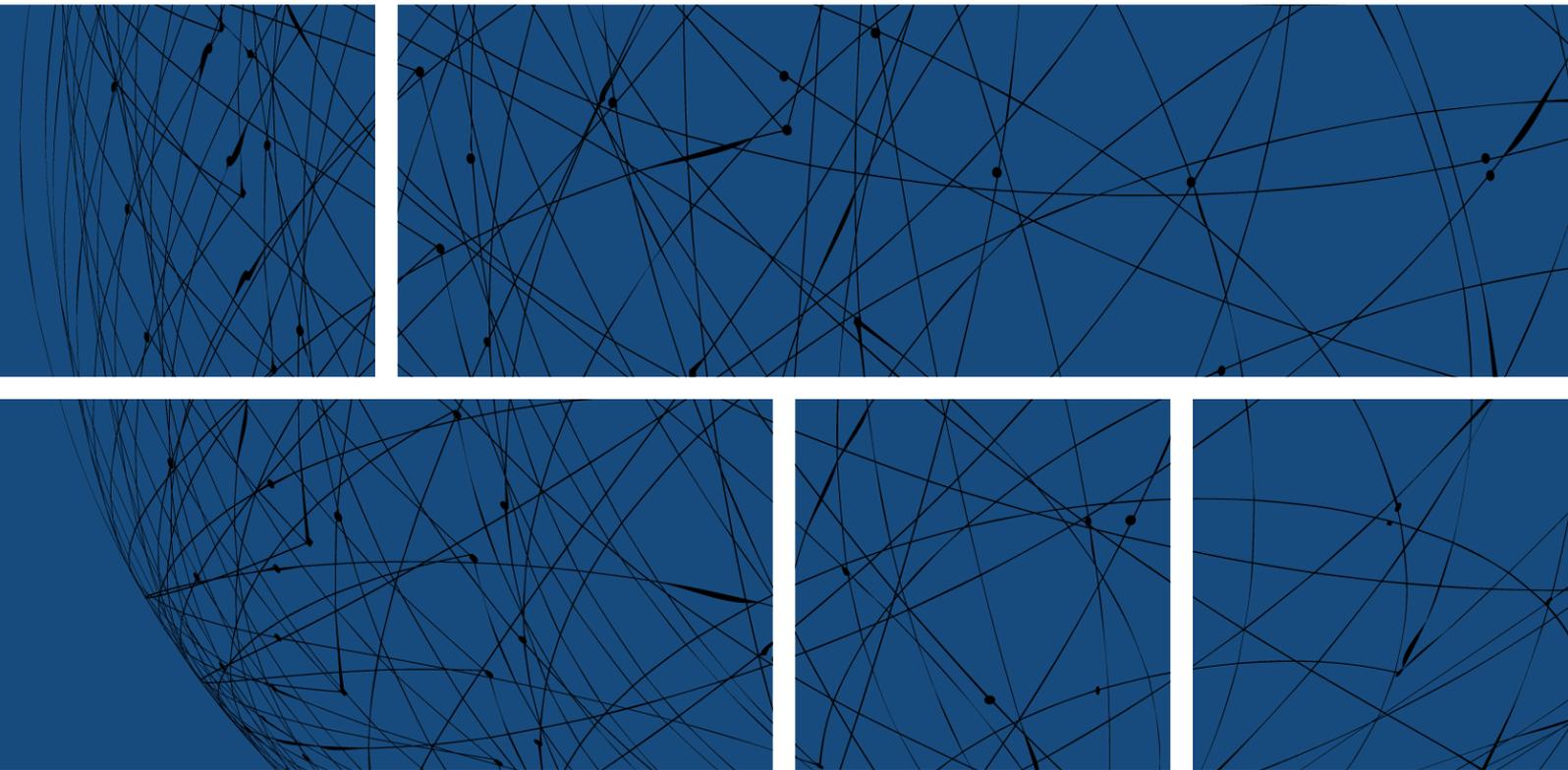
### Supporting victims of crime and people impacted by crime

Share good practice in supporting victims and families, including young adults, and engage with victims’ services to identify shared aims, develop mutual key messages and influence a Victims Law.

### Community reparation and re-connections

Explore the restorative and rehabilitative potential of community sentences and work to reduce stigma, labelling and other barriers to re-integration.

# Criminal Justice Alliance



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