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

*Associate members

Prevention  
Policing  
Courts  
Prison  
Probation
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

“The CJA is in a unique position to unite the sector and help us work together more effectively”

“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”

“Help re-frame the debate around justice issues”

“We hope the CJA will provide amplification for our services and policy work”

“Building capacity, lobbying policy makers, creating relationships between workforce and policy makers, inter-sector networking, informing and educating”

“CJA is too London-focused. Hopefully this is beginning to change”

“The email bulletin is great!”

What we could do better or more of (Member survey 2018)

80% wanted expert groups
75% wanted discussion forums with senior officials
65% wanted resources on influencing
50% wanted to contribute to policy consultations
## Our Vision

A fair and effective criminal justice system which is:

<table>
<thead>
<tr>
<th>Safe</th>
<th>Treats people humanely and protects their physical and mental wellbeing.</th>
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<tbody>
<tr>
<td>Smart</td>
<td>Supports cross-sector solutions to significantly reduce the prison population and promotes prevention, diversion and rehabilitation.</td>
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<tr>
<td>Person-Centred</td>
<td>Meets individual needs, offers hope and opportunities for positive life change and values lived experience.</td>
</tr>
<tr>
<td>Restorative</td>
<td>Addresses harm by supporting victims and people impacted by crime and focuses on reparation and re-connection to the community.</td>
</tr>
<tr>
<td>Trusted</td>
<td>Is transparent, open and accountable and promotes equality, diversity and inclusion.</td>
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## 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.
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

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

• 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.

• 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, focusing particularly on maturity, equality & diversity, trauma-informed and restorative approaches.

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

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.

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.

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.

A restorative criminal justice system

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