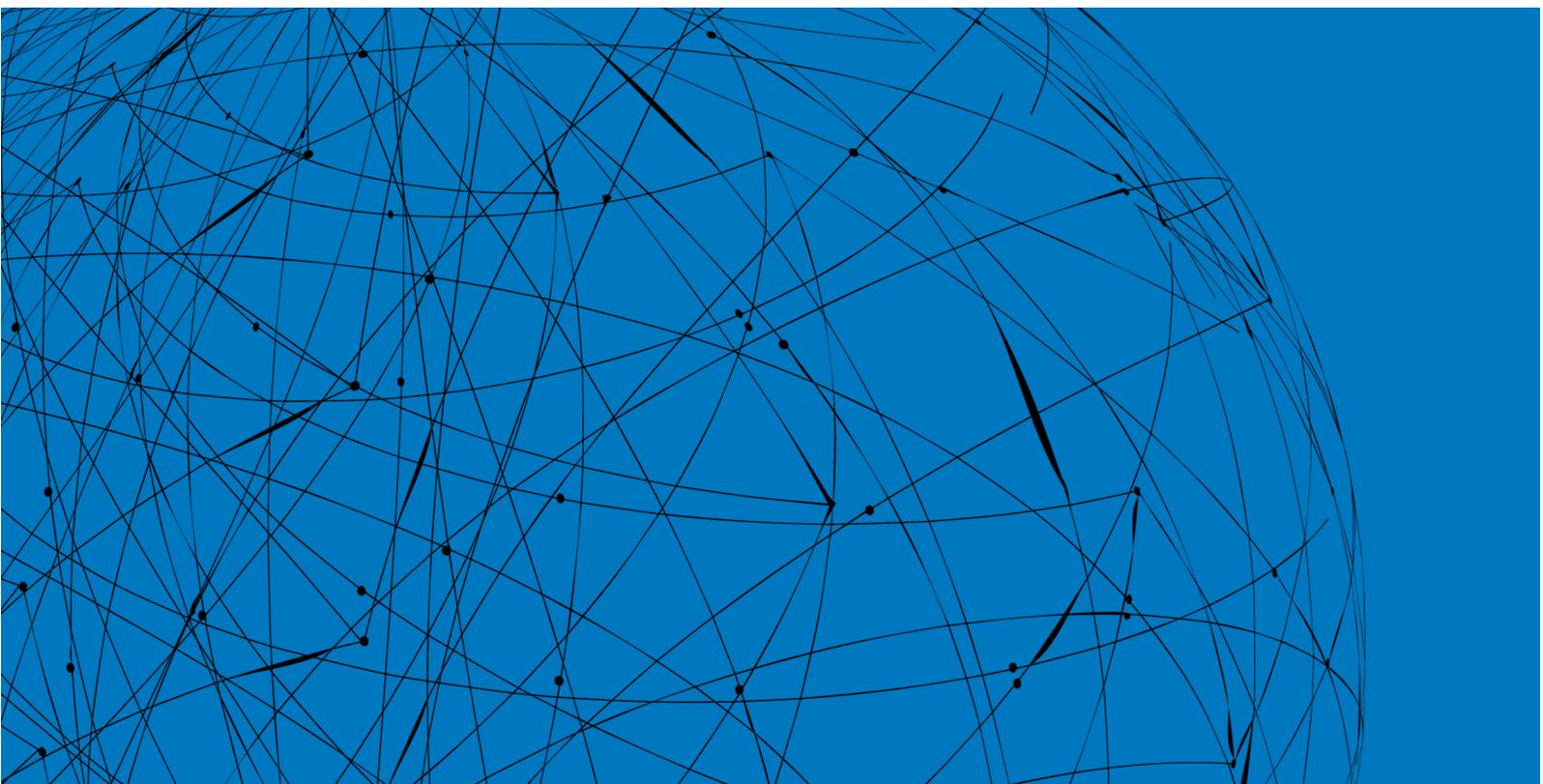


Criminal Justice Alliance

Chair of the Trustees Recruitment Pack



June 2020

Welcome

Thank you for your interest in becoming Chair of the Trustees for the Criminal Justice Alliance (CJA). We are looking for an individual who shares our ambition and values to lead the Board into the next exciting chapter for the CJA and further grow the organisation's impact.

The Board is currently made up of nine people with varied professional and personal experience of the criminal justice system and expertise in advocacy, charity governance, communications, equality & diversity, finance, fundraising, lived experience leadership and research. Our current Chair is due to step down from the Board after six years, two as a trustee and four as Chair:

'I have enjoyed every moment. Our 160 members speak with the expertise of more than 13,000 people, and the broadest imaginable set of experiences. Our aim is to strengthen the voices of these experts in pursuit of our overarching objective of building a fairer and more effective criminal justice system.'

✓ **John Drew, Chair**

As a micro-charity, we are looking for a 'hands-on' Chair who can work closely with the Director to help realise the charity's ambitions to grow its impact and ensure a sustainable financial future:

'As a first-time Director of a small charity with big reach, I have enjoyed the close working relationship I have had with John. It has been invaluable to have someone to bounce ideas off and to go to for advice, as I develop my leadership approach.'

✓ **Nina Champion, Director**

The role is unpaid, but we can cover reasonable expenses and provide access to relevant training.

Applicants are asked to send a CV (maximum two sides of A4) and covering letter (of no more than 500 words) outlining why they're interested in the role and what they could bring to our Board. They're also asked to provide details of two referees. The closing date for applications is 12 July. Interviews will be held in the week commencing 27 July. These are likely to take place via Zoom.

If you have a disability and would like us to make reasonable adjustments should you be invited to interview, please advise us with your application.

We value having a diverse range of perspectives, expertise and insights on the Board. We are particularly keen to receive applications from black, Asian and minority ethnic people and people with lived experience of the criminal justice system.

If you'd like to have an informal conversation with me about the role, please call Director Nina Champion on 0780 3011358 (or email her at: nina.champion@criminaljusticealliance.org.uk) and she will put us in contact.

John Drew, our retiring chair, who will be playing no part in the selection process, would also be happy to discuss the role with you. John can be contacted on 07946 854605 or at jjhdrew@me.com.

We look forward very much to receiving your application.

C.J. Burge, Trustee

'In a sector I love it's been a privilege to be a part of a wonderful Board for a forward-looking charity'

– **C.J. Burge, St. Giles Trust (CJA Trustee)**

About the Criminal Justice Alliance

The CJA is a network of over [160 organisations](#) working across the criminal justice system from prevention to policing, prisons to probation and beyond, including housing, health and victims' services. Our members include charities, professional associations, think tanks and research bodies. We work to influence policy and practice for a fair and effective criminal justice system.

We were founded in 2007, having previously been the Penal Affairs Consortium, and became a charity in 2011. Our funding comes from a range of trusts and foundations, along with member subscriptions.

Based in central London, our small staff team is led by Director Nina Champion, who joined us in July 2018. The staff team is made up of a Director, a Policy Officer and a Communications and Engagement Officer. On occasion we also have a part-time paid intern from The Longford Trust.

We harness the expertise of our members through expert groups, roundtables and policy forums. We amplify that expertise through policy consultation responses, publishing briefings and reports, meetings with policy makers and governmental advisory groups.

We share good practice through our weekly e-bulletins and support networking through events such as our quarterly member meetings, which feature keynote speakers and expert panel discussions.

We also celebrate innovation and positive work through our annual awards for outstanding individuals and organisations, and promote constructive journalism through our annual media awards.

We have worked with our Board to develop theories of change for our work. We are excited to test them by commissioning our first independent evaluation this year to help us increase our impact, plan for the next strategic cycle and define our identity and brand more successfully.

Our latest Annual Report and Accounts can be found on our website.

Connecting for Change

In 2019 we launched an ambitious three-year strategy 'Connecting for Change' following engagement with our membership. The Board also supported the development of a refreshed vision and mission:

A fair and effective criminal justice system which is:



Our mission and values:

- 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

The strategy outlines four strategic objectives:



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



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



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



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

The strategy sets out three 'golden threads' of focus:

Effective scrutiny and accountability

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

A fit for purpose and diverse workforce

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

A restorative criminal justice system

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

As a result of our 'Connecting for Change' strategy we have:

Scrutiny & Accountability (equalities focus)

- ✓ Published our 'Stop & Scrutinise' report into community scrutiny of stop and search which led to new guidance being developed by the College of Policing. We are now scrutinising the use of S.60 suspicious-less searches and their disproportionate use on BAME people.
- ✓ Started working with bodies responsible for community scrutiny of other parts of the criminal justice system to look at how equality and diversity monitoring could be improved.
- ✓ Contributed to the Ministerial Female Offender Advisory Board which advises on the implementation of the Female Offender Strategy. As a result, issues around the overuse of custodial remand and the specific needs of BAME women have been moved up the agenda.
- ✓ Given evidence to the Justice Select Committee on progress against the Lammy Review into disproportionality in the criminal justice system.

Fit for purpose and diverse workforce

- ✓ Established a lived experience expert group, which supported the development of a report 'Change from Within' to promote the value of people with lived experience in the criminal justice workforce. This has led to discussions with HM Prison and Probation Service and the Cabinet Office 'Going Forward into Employment Scheme' to increase job opportunities.
- ✓ Held events in partnership with the Ministry of Justice on 'building a more diverse criminal justice workforce'. This had led to sharing good practice in recruitment, retention and progression of BAME people in roles from policing to the judiciary, prisons to probation.

A restorative criminal justice system

- ✓ Mapped provision of Restorative Justice across the country and developed recommendations for how access to RJ could be increased in our report 'A Journey of Learning Growth & Change'. This has been fed into consultations on the Victims' Strategy and revised Victims' Code.
- ✓ Established a restorative expert group who are working with us to promote restorative practices and approaches across the criminal justice system.
- ✓ Worked with the race disparity team to organise a roundtable on BAME victims, which led to the development of guidance for Police and Crime Commissioners.
- ✓ Promoted Restorative Justice to Police and Crime Commissioner candidates at two party conference events as we published our briefing 'Public Safety, Public Trust'.



Fundamental to the strategy is improving ways we engage our members and harness their expertise. For example we have:

- ✓ Organised a policy forum with the new Head of Accommodation at HMPPS.
- ✓ Held two roundtables about probation reform to contribute to consultations on this topic.
- ✓ Brought together members working with older people to better understand their needs and recommendations, which were fed into the Ministry of Justice and Justice Select Committee.

We provide opportunities for networking and sharing good practice, information and opinion:

- ✓ Quarterly members meetings with high level keynote speakers and panellists such as the Victims' Commissioner, Chief Executive of HMPPS, Chair of the Metropolitan Black Police Association, Prison & Probations Ombudsman and Head of London's Violence Reduction Unit.
- ✓ Weekly e-bulletins focusing on policy and member updates.
- ✓ We are members of the Incarceration Nations Network and a partner in an Erasmus funded project on systems change in criminal justice.
- ✓ Our annual CJA Awards for Outstanding Individual, Outstanding Organisation, Outstanding Journalism, Digital Media Champion and Lifetime Achievement:



We aim to build the capacity of people with lived experience to influence change by:

- ✓ Working with our lived experience expert group on increasing opportunities for employment in the sector.
- ✓ Developing a leadership programme for people with lived experience.
- ✓ Contributing to the HMPPS Service User Advisory Group.

In response to COVID-19 we have taken a range of actions including:

- ✓ Contributing to the Reducing Reoffending Third Sector Advisory Group special interest group on COVID-19, and running a series of 'virtual cuppa' events with members to contribute to Ministry of Justice recovery planning.
- ✓ Using the expertise of our members to contribute to inquiries by the Women and Equalities Select Committee, Home Affairs Select Committee, Justice Select Committee and Hidden Harms Summit.
- ✓ Supporting a Ministry of Justice working group on the development of Bail Information Services.
- ✓ Collecting case studies to call for an increase in support and the discharge grant for people leaving prison.

'I value being involved with the CJA as a Board member because I can contribute to supporting vital change across the criminal justice system, support the important work of member organisations and learn from Board colleagues. It is very rewarding.'

- **Lucy Jaffé, Vice Chair, Director of Why Me?**

Practical details

Job description

The Chair is responsible for leading the Board of Trustees, ensuring that it fulfils its responsibilities for the governance of the organisation. The Chair's role is also to work in partnership with the Director, helping them to achieve the aims of the organisation and to optimise the relationship between the Board and staff.

Main responsibilities include:

Strategic leadership

- Providing leadership for the Board in its role of setting the strategy of the organisation and ensuring it operates within its charitable objectives.
- Ensure that Trustees fulfil their duties and responsibilities for the effective governance of the charity.
- Maintain the values and ensure, with the Director, their meaningful implementation across the work and structures of the CJA.
- Ensure the Board regularly reviews major risks and associated opportunities, and that systems are in place to take advantage of opportunities, and manage and mitigate the risks.
- Ensure that the Board fulfils its duties to ensure the sound financial health of the charity, with systems in place to ensure financial accountability.
- Leading on, with the assistance of the Director where appropriate, the development and implementation of procedures for board recruitment, induction, development, training and appraisal.

Governance

- Supporting the Director to establish the annual cycle, setting agendas and agreeing papers for Board meetings.
- Chairing Board meetings effectively, inclusively and efficiently, bringing impartiality and objectivity to the decision making process.
- Monitoring that decisions taken at meetings are implemented.
- Liaising with the Director to keep an overview of the organisation's affairs and providing support as appropriate.

External relations

- When requested by the Director, representing the organisation at meetings and events and acting as a spokesperson.
- Supporting the Director by participating in maintaining close relationships with key stakeholders of the charity.

Relationship with the Director

- Agreeing, on behalf of the Board, annual objectives for the Director and meeting with them on a regular basis to review progress in relation to these.
- Leading, with the Staffing Committee, the process of appraising the performance of the Director and reviewing staff remuneration.
- Leading, if required, the appointment process for the Director.
- Providing personal support to the Director and ensuring, amongst other things, that they have the opportunity for professional development and external professional support.

Like all Trustees, the Chair is also expected to:

- Conduct her or his duties in accordance with the policies of the CJA, including but not limited to the Diversity Policy, Safeguarding Policy, Conflict of Interest Policy and External Comment Policy.
- Maintain good working relations with all Trustees, staff, volunteers and other stakeholders.

Person Specification

Essential

- A strong and visible passion for creating a fair and effective criminal justice system.
- Demonstrable commitment to prioritising equality, diversity and inclusion in all aspects of work.
- Track record of putting lived experience at the heart of decision-making.
- A broad understanding of policy influencing and systems-change.
- Tact and diplomacy, with the ability to listen and engage effectively.
- Ability to foster a collaborative and inclusive team environment.
- Experience of chairing meetings or events.
- An understanding of charity governance.
- Ability to commit time to conduct the role well, including travel to meetings and attending occasional events out of hours.

Desirable

- Experience of operating at a senior or strategic leadership level.
- Experience of charity governance, working with or as part of a Board of Trustees.
- An understanding of financial management and / or charity finance issues.
- Experience of working with, or as part of, an alliance or network to influence collaboratively.

It is not essential to fulfil all of these to apply; however we ask that you respond to these in your application to indicate why you would be suitable for the role.

Meetings and committees

There are four Board meetings a year, usually held between 4pm and 6pm on a Thursday afternoon in London (or via Zoom when required) with notification of dates well in advance. The Director shares draft papers with the Chair two weeks in advance and Trustees receive agreed papers one week before the meeting.

There is also one annual 'away day' afternoon and occasional Trustee training opportunities that the Director plans in consultation with the Chair.

The Board has two sub-committees of Trustees who focus on particular areas of governance in between quarterly Board meetings. These meet on an 'ad hoc' basis, and the current Chair is a member of each.

The first is a Staffing Committee (chaired by the CJA Chair) and the second a Finance and Fundraising Committee (chaired by the Treasurer). We have recently outsourced our bookkeeping and have moved to online accounting software in order to professionalise our finance functions, as well as updating our financial controls.

There is also currently a temporary Communications working group which is supporting the development of a new Communications Strategy, including a new website and key messaging. The Chair is also a member of this group. The Board has recently received training on Reframing Justice from a communications expert.

In 2019 a Lived Experience expert group was formed, chaired by Trustee C.J. Burge, to provide advice and guidance. This group has been critical in ensuring lived experience increasingly becomes core to the CJA's approach in achieving systemic change.

There are four Members Meetings per year which are chaired by the Chair, Vice Chair or other Trustees. The Chair or Vice Chair also attends and supports the Annual Awards ceremony.

Term of office

The initial term of office is initially for three years. There is then the potential to be reappointed for a further three years. No Trustee may serve for the CJA in any capacity continuously for longer than six years.

The Chair needs first to be appointed as a Trustee and is then confirmed into post as Chair by the Board of Trustees. The current Chair is required to retire in January 2021.

Eligibility

In order to apply you must be eligible to serve as a Charity Trustee. You are disqualified under the Charities Act if you:

- have been removed as a charity trustee or company director because of wrongdoing,
- are an undischarged bankrupt or have a current composition or arrangement including an individual voluntary arrangement (IVA) with your creditors, or
- have an unspent conviction for an offence involving dishonesty or deception (such as fraud).

Please note that disqualification may be overturned through the Charity Commission's waiver process. For more information, please see the [Unlock website](#).

Recruitment process

Applications open	15 June
Deadline for applications	15 July
Shortlisting completed	17 July
Initial meeting with the CJA Director for shortlisted candidates	w/c 20 July
Interview with panel of trustees, led by C.J. Burge	w/c 27 July
Final decision	31 July
First Board meeting as a Trustee	24 September