

April 2024

## Chair of Board of Trustees - Recruitment Pack

### Message from Chair and Vice-Chair

Thank you for your interest in becoming Chair of Board of Trustees at the Criminal Justice Alliance (CJA). It is a privilege to be part of the CJA's work. The CJA is an incredible organisation making real change in the criminal justice sector.

In 2022, we launched our five-year strategy, Reimagine, redesign, rebuild: Driving systemic change together. Working with our 200+ members, the CJA brings together a broad and diverse range of expertise across the sector, championing and elevating the voices of those directly impacted by the criminal justice system.

We are in an exciting time of growth and development as we continue our ambitious and much-needed work, focusing on systemic change, constructive criminal justice journalism, race equity, and lived-experience leadership.

As Trustees, our roles are to ensure that the CJA is able to draw on the collective strengths of our members to pursue our common goal of building a fairer and more effective criminal justice system that works well for everyone and leads to a more equitable society.

We are looking for an individual who shares our values and ambitions to lead the Board of Trustees. If you are interested in helping us improve the criminal justice system and feel that you have the commitment and experience for the role, we would love to hear from you.

Nick Linfoot, Interim Chair  
CJ Burge, Vice-Chair

Criminal Justice Alliance  
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1-3 Brixton Road, London, SW9 6DE

Registered charity number: 1143038

[criminaljusticealliance.org](https://criminaljusticealliance.org)

@cjalliance



## About the CJA

The Criminal Justice Alliance (CJA) advocates for a fair and effective justice system. Our insight comes from our members: over 200 non-profit organisations and academics with expertise across the UK criminal justice system. We **investigate key issues** in criminal justice, and **co-produce evidence-led briefings and reports** with our members to **influence policy change**. We connect **practitioners, academics, the media, people with lived experience, and policy makers** from across the justice system to hold the government and other institutions to account and to promote power sharing. Read our latest Annual Report [here](#).

## Our vision and mission

**Our vision** is of a fair and effective criminal justice system that works well for everyone and leads to a more equitable society.

**Our mission** is to achieve sustainable, systemic change, through the collective power of our membership network.

## Our strengths

1

### **The ability to guide change through a whole-system view**

As a broad network, our members enable us to visualise the whole criminal justice system (CJS), connecting dots that are impossible for most to see. In turn, we formulate sensible ways to drive forward systemic change. Our strong links to policy makers, the bodies overseeing the system and those experiencing the CJS ensure that our proposals are sensible and sustainable. We also identify and share innovation, good practice and policy solutions both nationally and internationally.

2

### **The depth and breadth of our membership**

We represent members from across the full spectrum of the CJS. This includes charities, research institutions and staff associations. By hearing a wide range of voices we are well-positioned to navigate change on issues including prevention, policing, courts, prisons, probation and victims' services. Our insights garnered from our members also enable us to tackle cross-cutting and intersecting topics such as racial inequality and gives us an important understanding of related social justice issues like housing and mental health.

3

### **The freedom to take action and raise issues on injustices**

We take action against unfair, harmful and ineffective policies and practices. We hold key decision makers and public bodies to account because we do not accept any public funding.

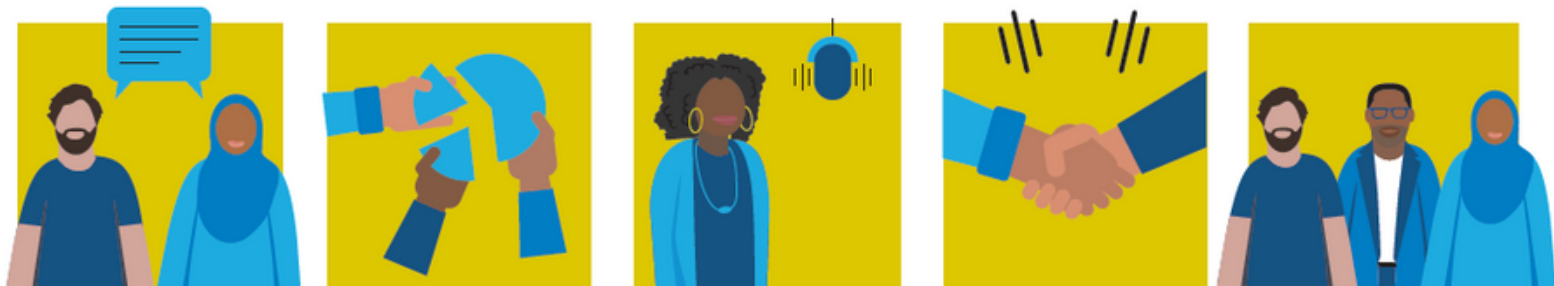
# Our strategy

Our overarching aim is to influence and drive systemic change in the criminal justice system by removing barriers currently holding back progress.

In 2022, we launched our first five-year strategy 'Reimagine, redesign, rebuild: Driving systemic change together'. We continue to adopt an equalities lens in all our policy and influencing work and look systematically at issues affecting people who are disproportionately discriminated against, ignored and mistreated.

We are undertaking five key approaches to reach our overarching aim.

1. **Articulating a shared vision for change** – a safe, smart, person-centred, restorative and trusted criminal justice system.
2. **Co-ordinating collaborative working**- between our members, policy makers, practitioners, and academics to share good practice and evidence-led approaches.
3. **Changing narratives**- promoting constructive criminal justice journalism to shift public narratives.
4. **Promoting power sharing**- amplifying the voices of and supporting lived experience leaders into positions of power.
5. **Tackling race inequality**- challenging institutional and structural racism across the criminal justice system.



# The way we work

Our approach to work also ensures that our internal working reflects our external goals. We always aim to be:

**Collaborative:** We co-design and co-produce our work with members, people with lived experience and others in a meaningful and inclusive way.

**Constructive:** We find common ground, recognise positives, identify solutions and embed restorative principles.

**Challenging:** We take bold action against unfair, harmful and ineffective policies and practices. We challenge ourselves to reflect, learn and be ambitious.

**Empowering:** We build the capacity, confidence and influence of our members and people with lived experience to achieve positive change.

**Evidence-led:** We carry out research and draw on the expertise of our members, people with lived experience, academics and others to guide our work and inform the findings and recommendations we make.

**Equitable:** We embed principles of fairness, transparency, equality, diversity and inclusion in our work and organisation.



## CJA Trustees

<p><b>Nick Linfoot, Interim Chair</b></p> <p>Nick is a former prison officer with a background in policy, working across the adult male and female estates. He has lectured at the University of Law and is undertaking a PhD examining human rights in prison healthcare settings at the University of York.</p>	<p><b>CJ Burge, Vice-Chair</b></p> <p>CJ works at the Mayor of London's Violence Reduction Unit and leads on their Education and Parenting work. CJ is an award-winning Longford Scholar and is also a Trustee of The Longford Trust.</p>	<p><b>Professor Alex Stevens</b></p> <p>Alex is a Professor in Criminal Justice at the University of Kent, a trustee of Harm Reduction International, and chair of the Drug Science Enhanced Harm Reduction Working Group.</p>
<p><b>Frances Lang</b></p> <p>Frances is a qualified Chartered Accountant. She was a partner of a private equity investment fund before moving into the charity sector as Interim CEO of Media Trust and CEO of Variety, the children's charity. Frances is also a trustee at Become, the national charity for children in care and care leavers.</p>	<p><b>Jason Grant</b></p> <p>Jason is a lived experience researcher and practitioner who works to improve outcomes for people within the mental health system. Jason currently chairs the CJA ELEVATE CJS advisory group.</p>	<p><b>Nick Evans</b></p> <p>Nick is a finance leader with over 15 years' experience in the film and television sector, having worked for Disney, Paramount Pictures and Universal. In his current role at Warner Media, Nick focuses on business performance, strategy and risk management.</p>
<p><b>Rachel Allan</b></p> <p>Rachel works for AIG and leads on learning, talent and inclusion. She has a background in teaching adults and started her career training people in prison and those with convictions, working for organisations including Nacro and St Giles Trust. Rachel was previously trustee for Headway and two sexual health charities.</p>	<p><b>Professor Rod Morgan</b></p> <p>Rod is Professor Emeritus of Criminal Justice at the University of Bristol, Visiting Professor at the University of Sussex and an Associate of the Birkbeck University Centre for Prison Studies. He was formerly Chief Inspector of Probation and Chairman of the Youth Justice Board. He has also served on an IMB, as a magistrate, a Parole Board member and an advisor to the Council of Europe.</p>	<p><b>Stuart deBoos</b></p> <p>Stuart is an experienced trustee and treasurer having served with the Orbit Housing Group, Central and Cecil Housing Trust and the University of London Union. He has spent over 30 years in the not-for-profit sector, including 14 years as Finance Director of the Chartered Society of Physiotherapy and its associated charities.</p>

## Staff team

- Annette So, Director
- Holly Brooks-Burgin, Communications and Engagement Manager
- Mark Blake, Policy Manager
- Eulina Clairmont, ELEVATE Project Officer
- Tasha Cowperthwaite, ELEVATE Project Manager

## Role description

### Location

We expect to hold two meetings in person in London and two via video conference per year.

### Time commitment

Approximately two days per month.

Board meetings are held four times a year, with dates agreed at beginning of every calendar year. Board meetings are split between afternoon and early evening time slots to accommodate the various commitments of Trustees and staff attending. The first Board meeting you will be expected to attend will be held on 25 September 2024 (virtual). We also hold an in-person annual staff and trustees away day, which is expected to be held on 10 July 2024.

The Chair and Vice-Chair also hold monthly meetings with the Director.

Board members are required to join a Sub-Committee (Finance and Resources Committee or Policy and Communications Committee), which also meets virtually three to four times a year, usually one or two weeks before the Board meetings. As Chair, you might want to consider joining both Sub-Committees.

Trustees are also encouraged to attend CJA events, e.g. members meetings, CJA Awards, and research symposiums.

### Term

Three-year initial term, renewable once. Trustees can serve for a maximum of six years. The Chair will be appointed first as a Trustee and then confirmed into post as Chair by the Board of Trustees.

### Remuneration

This is a voluntary role without remuneration. Travel expenses as well as other reasonable and necessary costs incurred (including caring responsibility costs), as part of official Trustee business, will be reimbursed.

### Induction

A thorough induction process is in place for new Trustees. There will be both formal and informal training available to the new Chair which will include on-going training ensuring board members are up to date on good governance.

## Role summary

The Chair is responsible for leading the Board of Trustees, ensuring that it fulfills its responsibilities for the governance of the organisation. The Chair's role is also to work in partnership with the Director, helping them achieve the aims of the organisation and to optimise the relationship between the Board and staff. (See also the [Charity Commission's Essential Trustee Guidance](#))

### Key responsibilities:

#### Strategy, Governance, and Financial Management

- Lead the Board in providing strategic direction to the CJA.
- Ensure, with Trustees, that the organisation operates efficiently and effectively to fulfill its objectives in compliance with relevant charitable and company legislation.
- Maintain careful oversight of any risk to reputation and/or financial standing of the charity and ensure that the Board regularly monitors that systems are in place to take advantage of opportunities, and manage and mitigate the risks.
- Ensure that the Board fulfills its duties to ensure sound financial health of the charity, with systems in place to ensure financial accountability.

#### Board Leadership

- Ensure a high performing and effective Board through review of Board structure, Trustees and Board performance (including managing retirements, resignations and recruitment of Trustees).
- Enhance the overall contribution of the Board, through mentoring of other Board members and encouraging participation in training/coaching/development.
- Review and ensure Trustees have the right skillsets, training and development to support the effective governance of the CJA.
- Chair Board meetings inclusively, bringing impartiality and objectivity in the decision-making process.

#### Support to CJA Director

- Line manage the CJA Director including appraising and overseeing performance on strategy implementation, governance, finance and HR.
- Where necessary, support and guide on operations, including personnel management.
- Work with the CJA Director to support them to achieve the aims of the charity.

#### General Chair responsibilities

- Where appropriate, represent the CJA at meetings and events and act as spokesperson.
- Lead the Board in fostering relationships with external partners and potential funders/donors.

## Person Specification

The CJA is committed to achieving greater diversity in the organisation and actively encourages applications from Black, Asian, or minority ethnic communities to apply for this role.

### Essential

- Prior experience as a charity trustee and solid understanding of good governance practices.
- Experience (voluntary or paid) within the criminal or social justice sector at leadership level.
- Experience of chairing meetings, committees or boards.
- Robust planning and organisational skills.
- Commitment to the CJA's aims and values
- Willingness to devote time to carry out responsibilities.
- Sound independent judgment and strategic vision; ability to think creatively and challenge constructively.
- A collegiate attitude and willingness to work with others.
- Honesty, integrity and commitment to act in the best interest of the charity at all times.

### Desirable

- Previous experience as a Chair in the charity sector.
- Expertise of lived experience of the criminal justice system.
- Experience of working in change management/ environments.
- Experience of charity fundraising and/or grantmaking.
- Understanding of membership organisations.
- Experience of building partnerships and networks.
- Experience of public speaking and willing to represent the CJA externally.

#### Guaranteed Interview Scheme

As a second chance charter employer, we actively encourage applications from people with lived experience of the criminal justice system.

We guarantee to interview anyone with lived experience whose application meets the minimum criteria for the role. This means all of the criteria outlined in the Person Specification and at least one of the criteria listed under Specific Experience. Please indicate in your application that you wish to be considered under the Guaranteed Interview Scheme and provide us with evidence in your application which demonstrates that you meet the minimum criteria.



## How to apply

To apply to become Chair of the Board of Trustees at the CJA, please send a copy of your CV and a covering letter (of no more than 500 words) outlining why you are interested in the role and what you could bring to our Board. Please also provide details of two referees.

Applications (marked 'Application: Chair') should be sent to [recruitment@criminaljusticealliance.org.uk](mailto:recruitment@criminaljusticealliance.org.uk) by 11:59pm, 2 June 2024.

If you would like to discuss any reasonable adjustments you might need for interview and/or to take part in Board meetings, please advise us in your application.

Please also return the **Equality and Diversity Monitoring Form**. This will be separated from your application upon receipt.

*In order to apply you must be eligible to serve as a charity Trustee. You are disqualified under the Charities Act from acting as a charity Trustee if any of the reasons shown in this [disqualifying table](#) apply to you. Please note that disqualification may, however, be overturned through the Charity Commission's waiver process.*

### Queries

If you would like to have an informal conversation with our Director, Annette So and/or the Interim Chair/Vice-Chair, please email [annette.so@criminaljusticealliance.org.uk](mailto:annette.so@criminaljusticealliance.org.uk) to arrange a time.

### Key dates

- **Application deadline:** 11:59pm, 2 June 2024.
- **Interviews:** (online) w/o 17 June and w/o 24 June
- **Trustee and staff away day:** (in person in central London): 10 July 2024
- **Board meetings 2024:** 25 September (virtual); 4 December (in person)
- **Finance and Resources sub-committee meeting** (if applicable): 2 September 2024
- **Policy and Communications sub-committee meeting** (if applicable): 11 September 2024