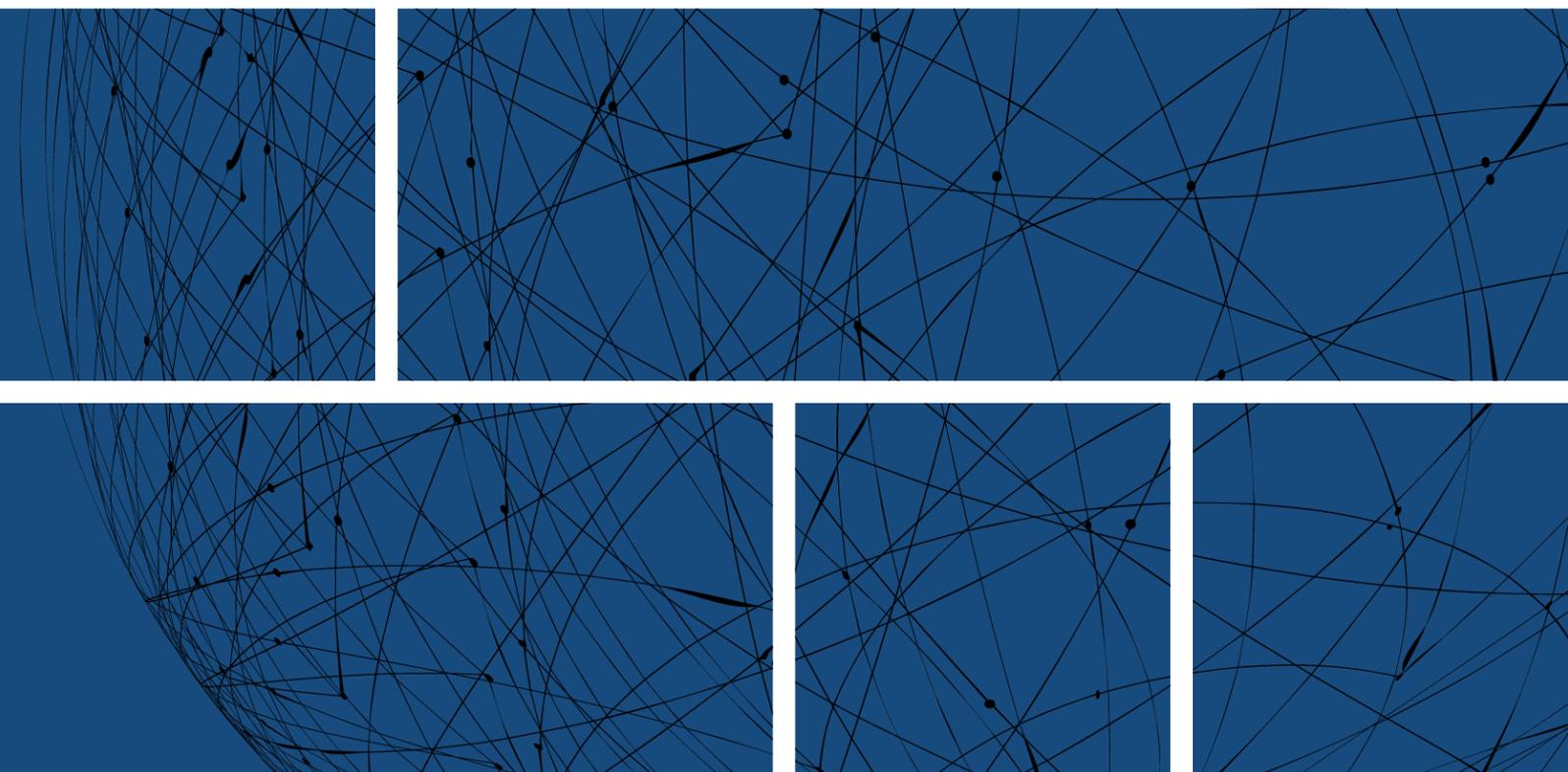


**Criminal
Justice
Alliance**

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
 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 Victimhood
 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

Foreword

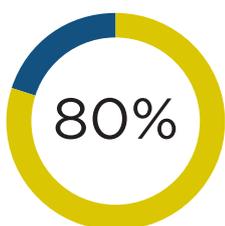
When I took over as Director in July 2018, I was delighted to meet and talk with many of our members about the future strategy for the Criminal Justice Alliance. Through a combination of workshops, meetings and a survey we canvassed members' and stakeholders' views and refreshed our vision, mission,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

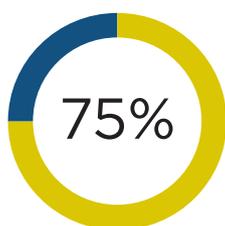
The title of the strategy 'Connecting for Change' reflects a common theme across our conversations with members and stakeholders – that the CJA can play a unique role in connecting people across criminal justice 'silos' to improve the system as a whole. We can do this by sharing good practice, connecting 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

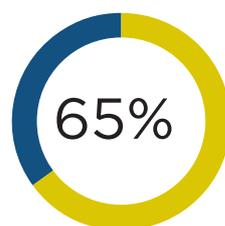
<p>"CJA provides a voice for organisations like ours whose focus is service delivery. It also provides valuable networking opportunities"</p>		<p>"It is helpful to know what is going on nationally, through the work of other members"</p>	<p>"A forum for discussion and co-ordination, a route to promote 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

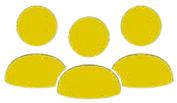


Independent and influential



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.

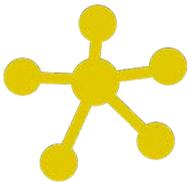




Influence national and regional policy makers, commissioners and the public to achieve our vision.

“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.

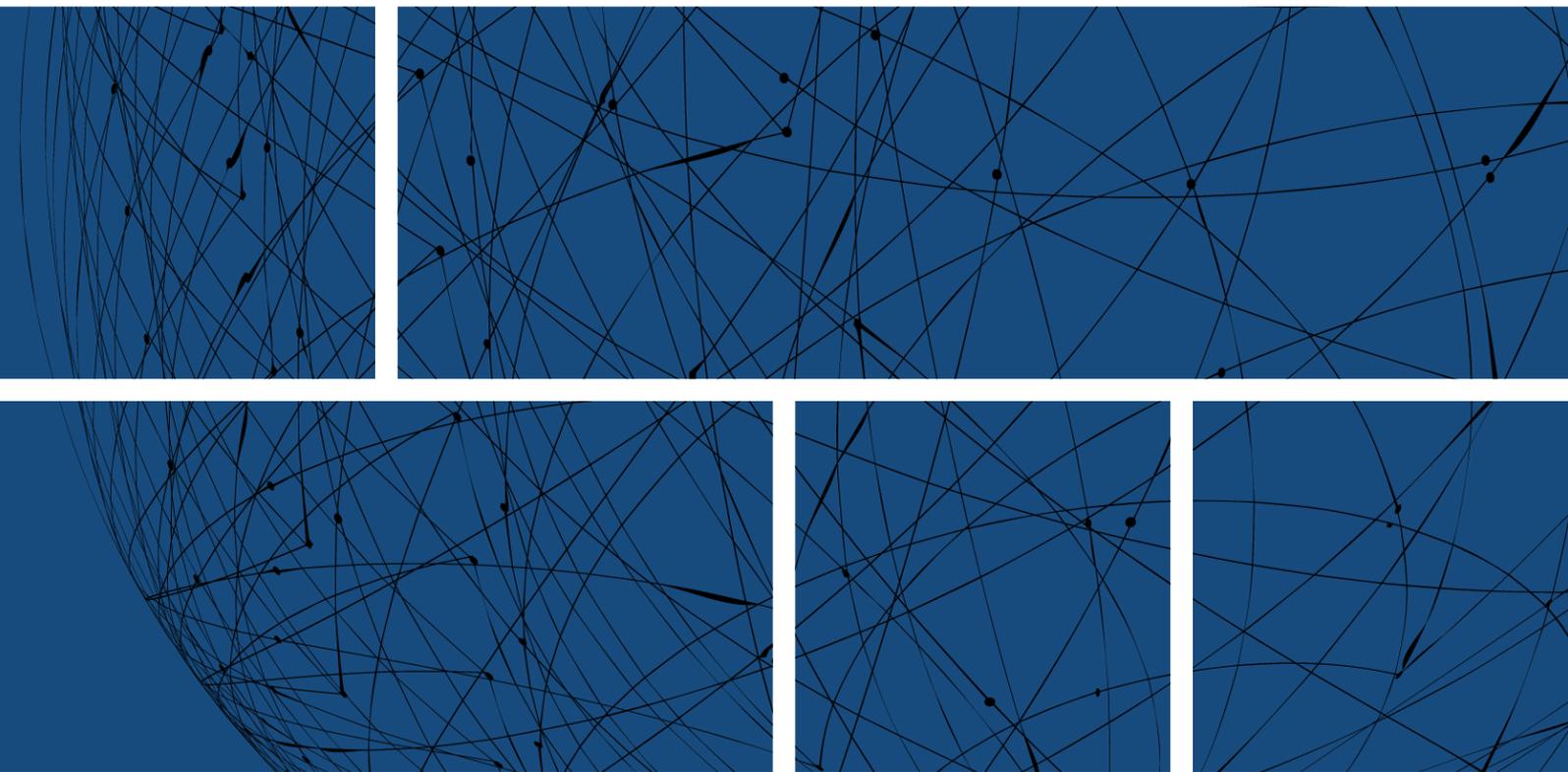
Supporting victims of crime and people impacted by crime

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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Company Registration No 6331413

Photos Credit: Jessica Barnard/Nina Champion