

Reimagine, redesign, rebuild

Driving systemic change together

Criminal Justice Alliance Annual Work Plan 2022-2023

This is the first year of our new strategy and we are excited to work with our members and others to begin addressing the barriers to systemic change that we have identified.

Some of the activities will build on projects from the previous strategic period and others will be new.

In this action plan we set out sensible steps towards achieving sustainable change through the collective power of our membership network.

**Criminal
Justice
Alliance**



1. Articulating a shared vision for change

We will articulate and promote the sector's vision of a fair and effective criminal justice system to policy makers, commissioners, and the public.



Over the next year we will focus on:

- Promoting the vision through events, communications, the CJA Awards and targeted policy projects and campaigns.

All projects will go through a four-stage process: scoping, co-production, influencing and impact, providing members opportunities at each stage to be involved in driving systemic change together.



Ensure everyone is **safe**, whether they are impacted by the system directly, indirectly through friends and family or more widely in our communities. In order to be safe the system treat people humanely, and protect and promote their physical and mental wellbeing.

- Scoping a project working in a Police and Crime Commissioner region taking a community-led approach to improving **community safety**.
- Working with members to scope a project on **reform of drug policy** to protect and promote the mental and physical wellbeing of people in the CJS.



Take a **smart** approach by focusing on proven methods to reduce crime like prevention, diversion and rehabilitation. This includes supporting cross-sector solutions to significantly reduce the use of imprisonment.

- Campaigning to increase the quality and quantity of **community reparation** and **unpaid work** as an alternative to short sentences and prison expansion.
- Championing the roll out of court-based bail information services to reduce the use of **remand**, in particular for those disproportionately impacted.



Be **person-centred** recognising that everyone is different and therefore must meet individual needs in order to function well. It is essential to offer hope and opportunities for positive change and utilise the valuable insights and expertise gained through lived experience.

- Improving **family ties and employment support** for people leaving prison through changes to policy, practice and public opinion.
- Increase the ways in which we engage with people with **lived experience** directly in our policy work and continue to contribute to the HMPPS Lived Experience Engagement Network.



Be **restorative** by preventing and repairing harm and supporting people who have been impacted by crime. This encompasses reparative practices which promote community connection.

- Increasing the use of **restorative justice and practices** through campaigning for a national action plan and through influencing the Victims' Law.
- Improving access to **victims' services** for people with protected characteristics through pushing for improved data collection and analysis.

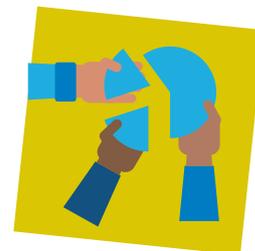


Ensure that the system is **trusted** and people have confidence in it. It must be transparent, open, accountable and actively promote the principles of equity, diversity and inclusion.

- Progressing with our **super-complaint** for better community scrutiny of stop and search and the repeal of section 60 'suspicion-less searches'.
- Improving the monitoring of **race and gender equality** in police and prison custody through the promotion of CJA recommendations.
- Planning a project to develop a model of **community scrutiny for probation**.

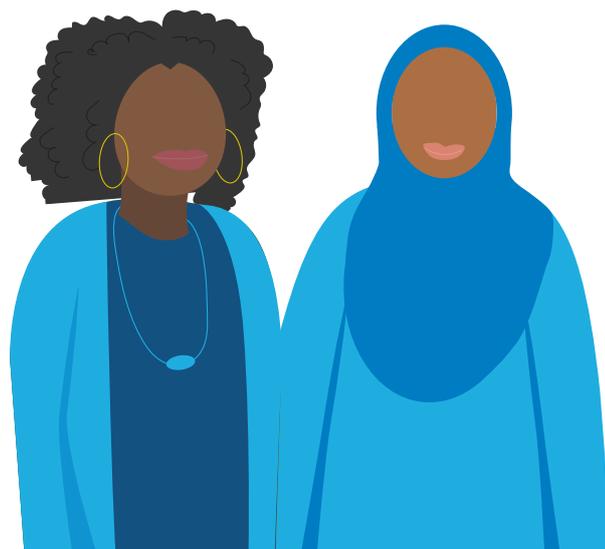
2. Co-ordinating collaborative working

We will enable greater collaboration, connection and learning. We will build a greater shared understanding of how to achieve systemic change together.



Over the next year we will focus on:

- Launching the **CJA Connections Club**, a series of monthly in-person or virtual events led by CJA staff and trustees aimed at breaking down silos and sharing learning, using a site visit, book, podcast, film or article as a stimulus for discussion.
- Developing a new **Meet the Member** series, visiting members and producing vlogs about their work.
- Establishing a **communications network** for members to share learning.
- Hosting events and workshops exploring systemic change to start building shared sector understanding.
- Planning a **podcast** or **You Tube series** focused on systemic change in the CJS.
- Continue to learn and share good practice through the Erasmus Knowledge Exchange Programme including scoping a project to bring the **Yellow Ribbon Run** to England and Wales in 2023 to promote community re-integration of people with convictions.
- Holding a **CJA Awards Alumni** reunion roundtable and co-producing ideas for an Alumni programme.
- Planning and hosting the first **CJA research symposium** bringing together academics, members and people with lived experience to explore how we can achieve a more trusted criminal justice system.
- Developing an **academic partnership project** working with a PhD candidate or university to explore what works in achieving systemic change in the criminal justice system.



3. Changing narratives

We will promote and amplify constructive criminal justice journalism to shift narratives and build a more conducive environment for positive change.



Over the next year we will focus on:

- Working with the **National Union of Journalists**, universities and others to help trainee and established journalists report on criminal justice in a sensitive, constructive and nuanced way through guidance, toolkits and other resources.
- Promoting and hosting the **Annual CJA Media Awards** and increasing its reach and profile.
- Collaborating with academics to **develop media tracking tools** to measure progress on improving criminal justice reporting over the next five years.
- **Promoting pathways for people with lived experience** to work in the media.
- Supporting sector use of **new communication tools**, including disseminating research findings from Frameworks UK.
- Working with communication experts to **deliver media training** to ELEVATE CJS participants to begin to develop a criminal justice specific spokesperson network.

4. Promoting power sharing

We will promote informed decision making by supporting lived experience leaders into positions of power and influence and by supporting sector employers to develop inclusive workplace policies, practices and senior leadership teams.

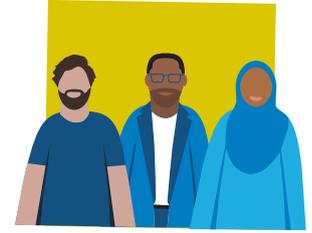


Over the next year we will focus on:

- Finalising the **ELEVATE CJS** programme plan, commissioning an evaluator and launching the first cohort of the programme.
- Developing a **directory of sector employers** willing to offer work placements to ELEVATE CJS participants and become **ambassadors** for inclusive senior leadership teams.
- Continuing to employ **paid interns** in partnership with the Longford Trust and co-designing an alumni programme with our former interns.

5. Tackling racial inequality

We will identify and challenge institutional and structural racism across the CJS and promote adherence to the Public Sector Equality Duty by criminal justice agencies.



Over the next year we will focus on:

- Delivering our one year **'Tackling Racial Inequality' project**, a three-pronged approach ('Inform, Educate, Challenge') to secure better adherence with the Public Sector Equality Duty across the government and other public bodies.
- Disseminating and promoting the recommendations of the CJA's **report on workforce diversity**.
- Promoting **CJA membership** to organisations working on race equality and engaging with members to inform and involve them in our work and events.

Evolving the Criminal Justice Alliance

Over the next year we will focus on:

- Commissioning **race equality experts** to evaluate the 'Tackling Racial Inequality' programme and review our HR practices.
- Publishing an annual **CJA Equality Impact Report**.
- Providing training and reflective practice across the staff and trustees in **anti-racism** and **restorative approaches**.
- Designing a **pipeline for more people with lived experience**, including young adults, to become CJA trustees.
- Diversifying our **funding streams**.
- Developing a **new member database** which allows us to better track engagement with members.
- Integrating improved **project management processes**.
- Developing real-time **learning and evaluation tools** to capture the ways in which we scope and co-produce our work with members, engage key stakeholders to take action and have an impact on policy and practice.

Criminal Justice Alliance

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