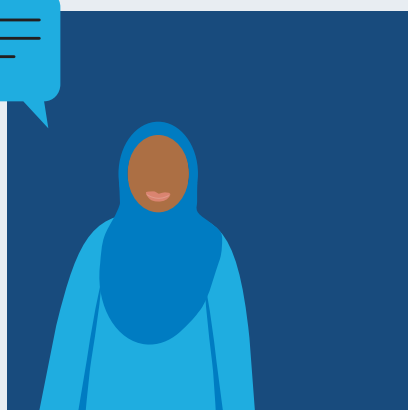
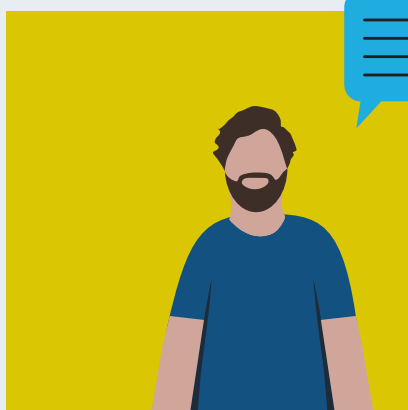


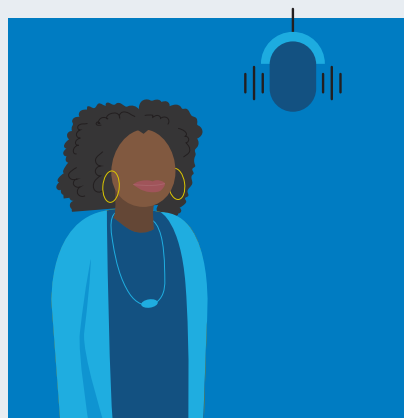
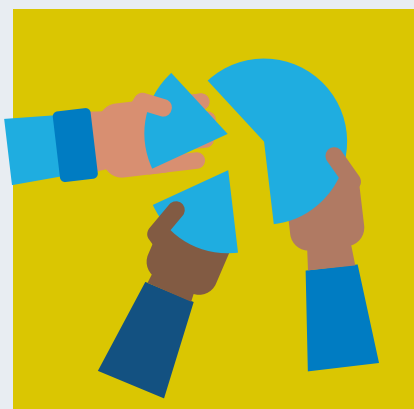
Reimagine, redesign, rebuild

Driving systemic change together

Criminal Justice Alliance Strategy 2022-2027



**Criminal
Justice
Alliance**



Who we are

The Criminal Justice Alliance advocates for sensible changes to make the criminal justice system work better. Our insight comes from our members: over 180 non-profit organisations with expertise across the whole criminal justice system. Their broad remits enable us to piece together the right formula for lasting change.

Our drive comes from the recognition that a fairer and more effective system will help communities across England and Wales, with positive effects that can be felt far beyond crime and justice.

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.

Introduction

This strategy has been created in 2022, a time of significant global change. The world is still navigating the effects of COVID-19, while also opening its eyes to the impacts of systemic racism, the climate emergency and threats to democracy.

In the UK, trust and confidence in policing is low after high-profile incidents of racism and misogyny; a backlog of cases has resulted in a huge amount of people held on remand in custody and victims waiting months for cases to come to court. Policing and sentencing reforms will see increased numbers of police officers, expanded stop and search powers and more people in prison for longer.

At the same time, there have also been positive shifts in reuniting probation services, a stronger footing for victims' rights and a commitment to 'building back better' after the pandemic. It is in this context that new voices have emerged, power dynamics are shifting and bolder challenges to injustice are being made. We join and raise those voices as we all call for the evolution of a fair and effective criminal justice system. We know achieving this is complex and difficult, and it will take time.

This strategy will not shy away from these challenges because long-term change is critical to enable our communities to be just and equitable spaces. If the criminal justice system is effective, individuals will feel supported and safe. It will also create opportunities for harm to be repaired and for people to thrive. Importantly, it must prevent people from being drawn into the system in the first place by ensuring other systems, like housing or education offer appropriate support.

At the moment there are many barriers to achieving our vision. Some are small; we can address these quite quickly. Others, are larger, and will take time

using a collective and co-ordinated effort. We must combine different approaches and methods to shift culture, power, narratives and policy. This strategy articulates some of the key obstacles to progress and outlines our plans to dismantle those barriers and create lasting and meaningful change.

It is true that this is too big a challenge for the Criminal Justice Alliance (CJA) to do alone, but we have a large membership, connections across different sectors, as well as relationships with key stakeholders who all want to see a fair and effective criminal justice system. This will enable us to help build a conducive environment for sustainable, positive change.

We will use our unique view across the whole criminal justice system and the depth of understanding and expertise of our members. We will convene and coordinate our members, alliances and stakeholders to reimagine, redesign and rebuild a fair and effective criminal justice system.

If we work together, we **can** achieve systemic change.

We all call for the evolution of a fair and effective criminal justice system. We know achieving this is complex and difficult, and it will take time.

Defining a fair and effective criminal justice system

We believe a fair and effective criminal justice system should:



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 must treat people humanely, and protect and promote their physical and mental wellbeing.



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.



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.



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



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

A long-term approach to change

Effecting systemic change is a long-term endeavour. Power structures, policies and perceptions are often heavily entrenched, requiring a sustained and collective effort over time to bring about sustainable change.

That is why we take a **two-pronged approach** to our work. We will address smaller barriers to progress, in the short term. At the same time, we also make our way towards systemic change, in the long-term. The dual approach is crucial to ensure that we build a system that addresses the root causes and is sustainable.

For example, we will support emerging leaders who have lived experience to gain the skills and confidence to progress in the sector. At the same time, we will also work with employers to transform attitudes and build inclusive workplaces. This in turn leads to long-term systemic change where power dynamics shift and decision-making becomes more effective.

Collaborative strategy development

This strategy reflects our approach to working. It has been collaborative and informed by evidence. We have drawn on lessons from the external evaluation of our previous strategy, the suggestions and ideas put forward by members in surveys and roundtable events, conversations with key stakeholders, input from staff and trustees and current thinking and literature on systemic change.

Delivering an effective strategy

We know how quickly things change in any climate. Therefore, we want this strategy to have the flexibility to adapt. Through active horizon scanning we will regularly utilise the expertise of our membership and our reach with key policy makers and stakeholders to identify possibilities to increase our impact.

Every April we will publish an action plan setting out the activities for the year ahead to achieve our strategic aims.

Every quarter members will be updated on progress, learning and impact.

We will utilise **external evaluators**, where necessary, and we will publish their findings and use interim findings to adapt our approaches.

We will **provide opportunities for members and other stakeholders to provide feedback** on our work, as well as develop tools to better monitor the impact of our engagement and influence.

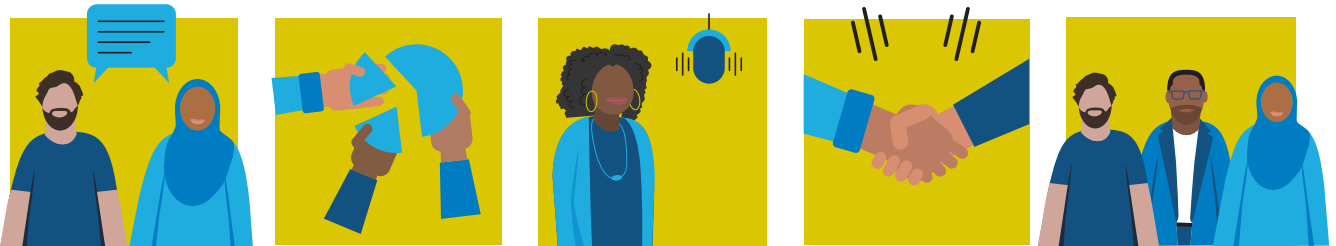


Our strategy

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

How we will reach our goals

We have identified **five key approaches to help us reach our overarching aim**. For each, we will mirror the ethos and approaches in our internal workings in order to ensure, as an organisation, we reflect the positions we advocate.



What do we mean by systemic change?

- **Understanding** how different parts of the criminal justice system intersect and influence each other.
- **Influencing** shifts in policy, practice, perceptions, power, participation, narratives, norms, resources and culture to create positive, lasting change.
- **Addressing** the root causes of complex social problems, which are often embedded in criminal justice processes and systems and exacerbate harm, inequality and injustice.

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.

We will do this by:

- Leading on **targeted policy and campaign projects** to create a fair and effective criminal justice system. These will be co-produced with our members. The distinct projects will identify how everyone can contribute, as well as help us all visualise what the CJS could look like.
- Drawing on **good practice and expertise** from regional, national and international perspectives to influence change at all levels.
- **Raising the voices of individuals and organisations** leading the way in creating systemic change via the annual CJA awards.
- Evolving our external communications to explain and **promote the sector's vision for change**.

MEMBER INSIGHT

“The Criminal Justice Alliance should communicate in more detail the overarching vision of what a good criminal justice system should look like.”

Member roundtable



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.

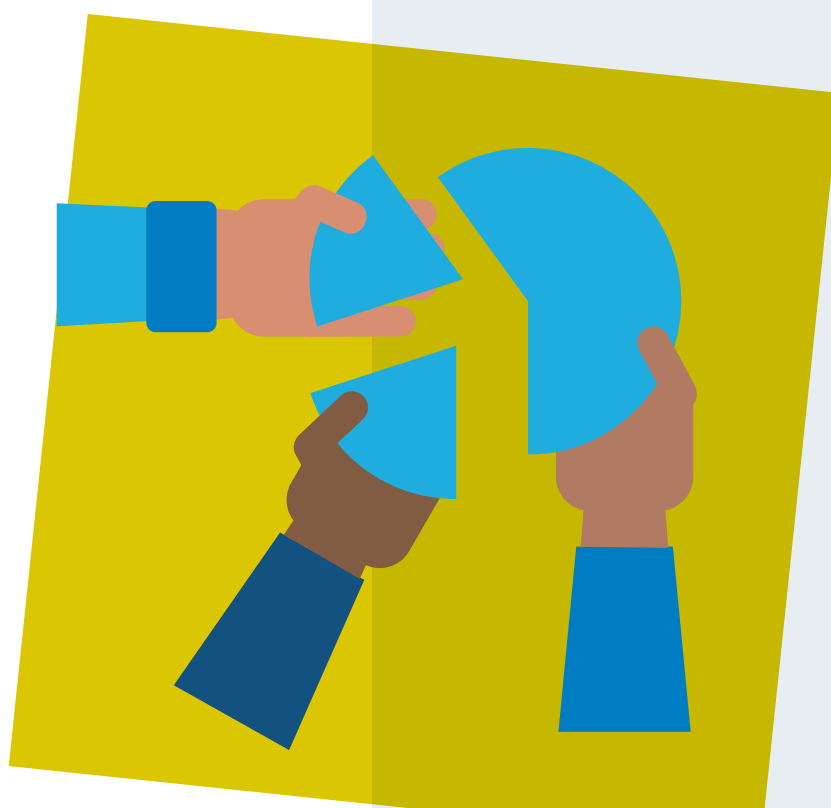
We will do this by:

- Providing **more opportunities for people to interact and break down silos** by sharing learning among members working across different parts of the CJS.
- **Connecting policy makers, practitioners and academics** to share good practice and evidence-led approaches.
- **Bringing together the different alliances and networks** in the criminal and social justice sectors to improve coordination.
- Establishing a **communications network** to share learning and better co-ordinate messaging, approaches and framing.
- **Hosting events and producing resources** to disseminate learning about systemic change and building shared sector understanding.
- Working with academics and other experts to **explore and evaluate what works** in achieving systemic change in the CJS.

MEMBER INSIGHT

“The power of the Criminal Justice Alliance is that there’s so much expertise. There’s a need to focus on a whole-system reform approaches and the CJA could be a facilitator for this discussion about systems change.”

Member roundtable



3. Changing narratives

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

We will do this by:

- **Inspiring journalists** and trainee journalists committed to implementing and promoting sensitive, constructive and nuanced criminal justice reporting.
- **Celebrating** examples of outstanding **criminal justice reporting** through events and the annual CJA Media Awards.
- Developing tools to **track and measure progress** in changing media reporting and narratives.
- Helping to **amplify the voices of people directly impacted** by the CJS within the media in a safe, sensitive and constructive way.
- **Supporting pathways for people with lived experience to work in journalism** or the wider media sector.
- Using and promoting **strategic communication tools and principles**.
- Engaging in more **proactive** national and regional **media work**.

MEMBER INSIGHT

“The news media hold a powerful sway in society. Journalists can educate, inform, hold powerful institutions to account and change society for the better. But they can also have a harmful impact, creating or further solidifying myths and misperceptions in the public.”

Behind Closed Doors, 2021



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.

We will do this by:

- Enabling staff and emerging leaders who have **lived experience to develop the necessary skills, confidence and expertise to progress** to more senior influential roles across the sector through piloting, evaluating and scaling up our ELEVATE CJS leadership programme.
- **Supporting employers to develop more inclusive senior leadership teams**, offer work placements and employment opportunities to lived experience leaders and act as ambassadors for inclusion.
- **Influencing policy makers to remove barriers to progression** for people with lived experience.



MEMBER INSIGHT

“You will never have truly empathic systems until you have a mix of lived and learned experience at the top.”

Change from Within, 2018

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.

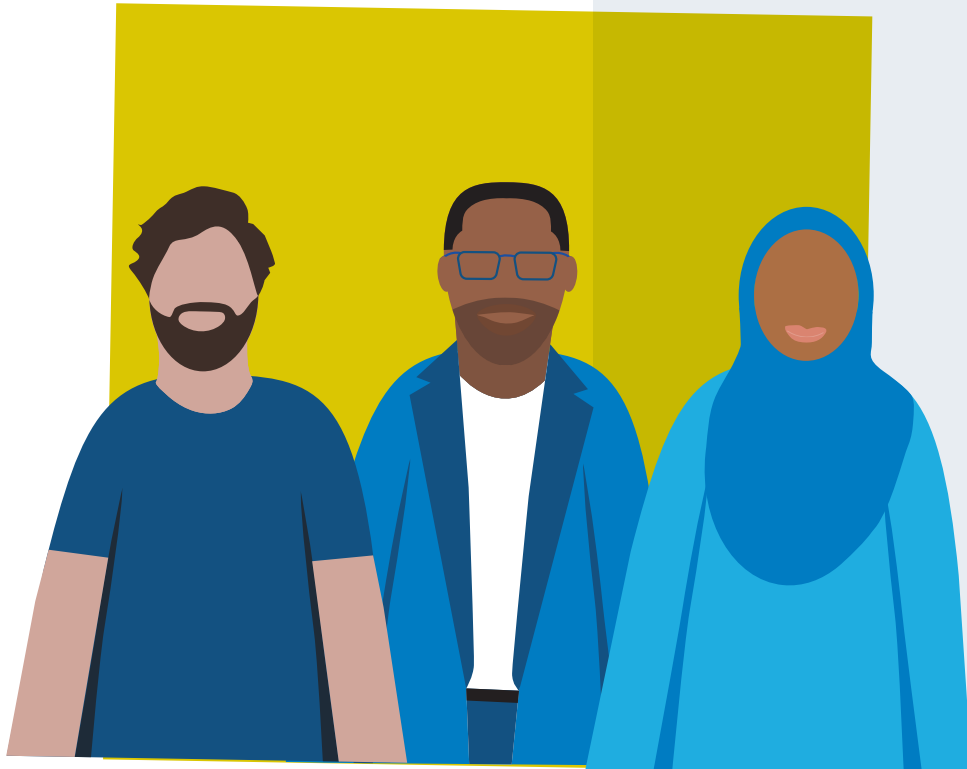
We will do this by:

- **Prioritising tackling systemic racism and promoting race equality** across all our work.
- Increasing the sector's understanding of the **Public Sector Equality Duty** and **holding the government and public bodies to account** in its adherence.
- Influencing to **improve progression routes** for Black, Asian and minority ethnic people working in the sector.
- **Promoting membership of the CJA** to organisations working to tackle race inequality and increasing opportunities for shared learning about race across the CJA membership.

MEMBER INSIGHT

“The Criminal Justice Alliance needs to explain racial inequality and campaign for change.”

Member survey



Evolving the Criminal Justice Alliance

We recognise that to succeed our strategy cannot only look externally to influence and support others. We must also dedicate time and resources to advance the way we work and learn, and lead by example.

Becoming an anti-racist and restorative organisation

We will pro-actively **promote an inclusive environment** and embed **restorative practices and approaches** as an organisation. We will actively challenge racism in everything we do underpinned by a clear commitment to race equality and racial justice. We will further our commitment to our individual and collective responsibilities to support, listen and reflect.

As a first step, we undertake to:

- Monitor representation and inclusion within the CJA and **publish an Annual Equality Impact Report**.
- Work with **restorative and race equality specialists** to support and evaluate our work and processes.

Other ways we will evolve

- **Strengthening good governance** and oversight mechanisms.
- **Increasing staff and Board expertise and capacity** through more individual and shared training and development opportunities.
- **Developing and improving recruitment practices** to increase the diversity of staff and trustees, including people with lived experience and young adults.
- **Diversifying funding streams**.
- Integrating **improved real-time learning** and evaluation tools.

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 Members

4Front Project

A Band of Brothers

Access2Advice

Action for Race Equality

Adullam Homes

Advance

Agenda

Alcohol and Drug Service

Alliance for Youth Justice

AMIMB

Anawim

Anglia Care Trust

Another Night of Sisterhood

APPEAL

Alliance for Youth Justice

Bucks Association for the Care of Offenders

Beating Time

Belong

Birth Companions

Bounce Back

Browns Community Services CIC

Calm Mediation

Care Leavers Association

Caring for Prison Leavers

Catch22

Centre for Justice Innovation

Change Grow Live

Changing Lives

Changing the Game

Children Heard and Seen

Chrysalis Programme

Circles UK

Clean Break

Clean Sheet

Clinks

Commons

Commonweal Housing

Community Chaplaincy Association

Community Led Initiatives

Community of Restorative Researchers

Conviction

Corbett Network

Cranstoun

Design Against Crime

Diffusion

Druglink

DWRM

Emmaus

Enterprise Exchange

Entrepreneurs Unlocked

Escaping Victimhood

Evidence Based Justice Lab (University of Exeter)

Fair Trials

Family Action

Family Links

Fighting the Crime

Food Behind Bars

Forward Trust

Frameworks UK

Fresh Youth Perspectives

Futures Unlocked

Genius Within

Give A Book

GreenSquareAccord

Growing Futures

Hibiscus Initiatives

Howard League for Penal Reform

Humankind

Institute for Crime and Justice Policy Research

Independent Custody Visitors Association

Infobuzz

INQUEST

Inside Connections

Inside Justice

Irene Taylor Trust

Ipswich & Suffolk Council for Racial Equality

Just For Kids Law

JUSTICE

Justice Academy

Juvenis

Key4Life

KeyRing

Khidmat Centres (Muslim Women in Prison Project)

Khulisa

LandWorks

Langley House Trust

Leaders Unlocked

LEAP

Longford Trust

Magistrates Association

Making it Out

Margaret Carey Foundation

Mental Health Foundation

Muslim Women's Network UK

Nacro

NatCen



National Appropriate
Adult Network

Nehemiah Project

Neighbourhood Watch
Network

Network for Justice

New Bridge Foundation

New Horizon Youth Centre

New Leaf Initiative

Odd Arts

Offplay

Open Book at Goldsmiths

P3

Pathways to Independence

Pecan

Police Foundation

POPS

Power The Fight

Prison Advice and
Care Trust

Prison Fellowship

Prison Governors
Association

Prison Radio Association

Prison Reform Trust

Prisoner University
Partnerships (University
of Westminster)

Prisoners' Advice Service

Prisoners' Education Trust

Probation Institute

Project 507

Quakers in Britain

Race Equality First

Race on the Agenda

Reach Every Generation

RECOOP

Redthread

Release

Remedi

Responsible Business
Initiative for Justice

Restorative Justice Council

Restorative Solutions CIC

Restorative Thinking

Restore Support Network

Revolving Doors Agency

RIFT Social Enterprise

Roadpeace

Safe Ground

SAFE!

Safer London

Samaritans

Sentencing Academy

Shannon Trust

Shekinah

Social Interest Group

Spark Inside

St Giles Trust

St Mungo's

StandOut

Step Together Volunteering

Storybook Dads

Strawberry Fields Training

StreetDoctors

Sussex Pathways

Switchback

Tempus Novo

Thames Valley Partnership

The Footprints Project

The Forgiveness Project

The Forward Trust

The Griffins Society

The Mint House

The Wallich

Trailblazers Mentoring

Transform Drug Policy
Foundation

Transform Justice

Traveller Movement

University of South Wales
Centre for Criminology

UNJUST

Unlock

Unlocked Graduates

User Voice

Victim Support

Victims First Northumbria

Voyage

Wales Restorative
Approaches Partnership

We Are With You

Why me?

Wipers Youth CIC

Women in Prison

Working Chance

Zahid Mubarek Trust

Our funders

AB Charitable Trust
Baring Foundation
Barrow Cadbury Trust
Esmée Fairbairn
Foundation
Hadley Trust
Lloyds Bank Foundation
Pocressi Initiative
Porticus UK
Trust for London

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