

National Criminal Justice Arts Alliance Advisory Board Terms of reference (June 2021)

About the NCJAA

The National Criminal Justice Arts Alliance (NCJAA) exists to promote the specific role of arts and arts organisations working with people in the criminal justice system, as a springboard for positive change. It is a network of over 800 subscribers. It is embedded in Clinks, and ultimately accountable to the Clinks Board of Trustees. Within this Clinks manages distinct funding for the NCJAA including its grant as an Arts Council England sector support organisation and as a member of the Monument Fellowship. The NCJAA has a distinct brand and identity but no separate legal status.

Purpose and general responsibilities

The NCJAA Advisory Board provides strategic and operational advice from those working in the arts in criminal justice to those delivering the NCJAA programme of work within Clinks, to ensure that the NCJAA can always be best informed by those it aims to serve. The NCJAA is a network and the Advisory Board acts as a filter for the knowledge, skills and expertise in that wider network – making it available to the NCJAA when planning, delivering and reviewing its work. A dynamic and talented Advisory Board should be seen as a sign of a healthy NCJAA – connected to the community it represents. The Advisory Board provides access to knowledge and expertise which should mean that decisions made in relation to the NCJAA have considered a wider and fuller range of arts specific evidence and views than would be available if decisions were made without it. The Advisory Board therefore enriches the NCJAA and those working to support it within Clinks.

Role and value

Individually, members of the Advisory Board bring intelligence, enthusiasm, knowledge, skills and expertise from different aspect of arts in criminal justice. This includes lived experience, experience running criminal justice settings or arts organisations, experience in a range of different art forms, freelance/independent arts practice, academic expertise and other knowledge which the advisory group may perceive to be lacking and can co-opt on.

Members will share a passion for the transformative power of the arts for people in the criminal justice system and the need for the wider arts sector to be more inclusive, to everyone's benefit.

Support and accountability

The Advisory Board will be supported by NCJAA dedicated staff as well as Clinks' Director of Support & Development (who oversees the NCJAA programme within Clinks). Members can expect to have sufficient information on the NCJAA's activities and plans with which to provide effective advice. This should include financial information to advise on how the NCJAA directs its resources most effectively and with greatest impact for the network.

Recommendations from the Advisory Board should be considered by staff working specifically on the NCJAA's programmes of work and Clinks' Senior Management Team and Board.

However, the Advisory Board is not a decision making body in its own right. Advisors should expect their advice to be considered and to be informed through the NCJAA Manager, Clinks' Director of Support & Development or the NCJAA Chair of actions taken as a result of their advice or rationale for any instances when advice has not influenced decisions.

Membership (members, chair, secretary, terms of office, appointments, conflicts of interest, remuneration and expenses)

Membership of the Advisory Board aims to be representative of the NCJAA network. Diversity in terms of gender, class and ethnicity should also be taken into account to ensure we are not under-represented in particular areas.

There are 13 seats on the Advisory Board:

- 5 for criminal justice arts organisations in the voluntary sector. Representatives with both learned and lived experience of the criminal justice system will be encouraged to apply.
- 5 for independent practitioners in the arts/criminal justice arts. At least 2 of these seats are reserved from a person with lived or both learned and lived experience of the criminal justice system. Where possible these advisors will be remunerated for their time though this depends on funding being available.
- 1 for a senior leader in a statutory criminal justice service/setting
- 1 for an academic leader/researcher in criminal justice arts

- 1 for an independently recruited Chair who may potentially be remunerated dependent on need and availability of funding.

The Advisory Board can advise of gaps in the membership and further advisors can be co-opted on for fixed terms. The Chair can invite people with expertise related to an issue under discussion to attend any meeting.

Initial appointments to the Advisory Board will be made from the membership of the NCJAA's steering group as it is dissolved. Subsequent appointments to the Advisory Board will be made through an election process. NCJAA network subscribers will be able to nominate themselves for election and be eligible to vote for candidates. Votes will be counted on a first past the post system.

A Vice-chair will be selected from the Advisory Board by its members at its first meeting.

Anyone applying for an advisory role will need to demonstrate what they bring to the role. Candidate statements will be required and circulated to all eligible to vote. Both learned and lived experience of the criminal justice arts will be given equal value, except for seats reserved solely for those with lived experience.

Advisors are not paid for their time but reasonable travel expenses will be covered. The 5 independent practitioners can be remunerated if funding allows. In the event that funding is not available to cover all independent practitioner advisors, advisors who are not earning/funded may be able to access a bursary to allow their time to be paid for but this will be at the discretion of the Clinks' Director of Support and Development and dependent on available budgets.

Appointments will be for a three-year term. An advisor may be re-appointed for a second term of three years, after which they must leave the Advisory Board for at least a year before standing again.

The Chair and advisors have the possibility of resigning at any time from their position. When a resignation takes place, the Advisory Board can take the decision to replace or not the vacant position. If the advisor holds one of the seats for criminal justice arts organisations in the voluntary sector, their organisation can retain the seat and request a new advisor take up the seat for the time remaining until their term expires.

Clinks' Director of Support & Development and the NCJAA Manager will be standing members of the Advisory Board.

The Chair will be openly recruited for and selected by a panel comprised of members of the Advisory Board and Clinks' Director of Support & Development.

Duties/specific responsibilities

- Provide an opportunity for NCJAA network subscribers to get involved in the NCJAA's planning and decision making process at an early stage and a strategic level.
- Provide an opportunity for the NCJAA to seek structured advice and feedback from network subscribers on specific developments and decisions, via a formal group, which reflects the diverse interests, concerns and agendas of the network.
- Provide strategic information of value to the NCJAA's most effective operation. This includes intelligence on interventions, needs, emerging evidence, funding opportunities and challenges.
- Advise on strategic direction for the NCJAA.
- Advise on priority areas for development, recommended actions or interventions to be taken to address priorities, and when to cease or reduce activities in existing areas- using the expertise and expertise they bring to the Advisory Board from the field of the arts in criminal justice.
- Advise on potential funding and partnership opportunities through which the NCJAA can best achieve its goals.
- Act as a two-way communications channel between NCJAA staff and network subscribers.
- Act as a forum of expertise, from which advisors might be sourced for related advisory work as part of the criminal justice arts sector or on the NCJAA's behalf.

Clinks commits to:

- Manage the Advisory Board and provide all administrative support required.
- Provide support to the Chair to manage the meetings effectively, to promote productive communication and discussion.
- Set the dates of the meetings annually in advance and communicate these effectively so as to allow advisors to plan their attendance.
- Circulate agendas, papers and minutes of the meetings in a timely manner.

- Manage the election of the Advisory Board and recruitment of the Chair.
- Paying out of pocket reasonable expenses to members for travel and subsistence in keeping with Clinks' policy and guidelines.

Advisors commit to:

- Actively engage with the Advisory Board and provide as much information and support to NCJAA work programme as they can.
- Respect the roles and opinions of the other advisors, the Chair and staff in attendance.
- Make every effort to attend the meetings and act as a representative for a minimum of three years.
- Attend other meetings and fora on behalf of NCJAA where relevant and keeping NCJAA informed of this involvement.
- Keep themselves up to date on the NCJAA's activities and of developments in the arts in criminal justice and share intelligence from these developments with the NCJAA.
- Show discretion in communicating what is discussed at the meetings and maintain confidentiality where instructed by the Chair or staff members.

Ways of working and meetings (frequency, notice)

The Advisory Board will hold physical meetings, also providing for digital participation for those who may require it. There will be four meetings per year, held in line with Clinks' Board schedule to allow for any advice provided to guide decision making to be timely. An annual calendar of meetings will be set in April of every year. Advisors who miss more than two consecutive meetings can be asked to resign by the Chair. The NCJAA will also hold an annual meeting for the NCJAA network which the Advisory Board will advise on content and format of and which advisors would be expected to attend. Elections of new Advisory Board members will take place as part of the annual meeting.

Task and finish or special interest groups may also be set up outside of the main meeting schedule, if need arises and members are willing to participate.

The Advisory Board may also be contacted via email (or some other means TBD) outside of the meeting schedule if staff require advice in order to progress a piece of work outside the meeting timetable.

Minutes and reporting

A record of each meeting and advice provided therein will be produced and provided to the Clinks Senior Management Team and for the information of the Clinks Board as well as published on the NCJAA website/via the NCJAA subscription list.

Review mechanism

The Terms of Reference of the Advisory Group will be reviewed every two years.