



Terms of reference between NCJAA and Clinks

Purpose and background

Clinks is a charitable company limited by guarantee, whose purpose is to support and promote the voluntary sector working with offenders. It has over 500 voluntary organisations in membership. The National Criminal Justice Arts Alliance (the Alliance) 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 members, who are supporters and subscribers. It is managed by Clinks, and ultimately accountable to the Clinks Board of Trustees.

The aims and objectives of the Alliance are set out in Annex 1. The aims and objectives of Clinks are set out in Annex 2.

Staff working for the Alliance are a Manager, usually full-time, who leads and manages its work, and a Communications & Membership Officer and a Development Officer, managed by the Alliance Manager. They are all members of Clinks staff, and subject to Clinks terms and conditions. The Alliance Manager is managed by Clinks' Head of Operations.

Clinks provides administrative and managerial support for the Alliance and its Steering Group, including financial management, employment responsibilities, and secretariat support for meetings. It receives all money on the Alliance's behalf.

1. Funding

Clinks will account separately for all money provided for or on behalf of the Alliance. Out of these funds, Clinks would aim to normally retain a fixed percentage (subject to discussion about marginal change in resource implications) of 15% as a management fee, to provide designated management, secretariat, governance and premises support to the Alliance. The remainder will be a restricted fund in the accounts, and will appear as a separate head in the management accounts presented to the Clinks Board. It will represent the budget that is available to the Steering Group and Manager to be available for the work of the Alliance.

Applications for funding will ultimately be done under the Clinks name and charity registration. Decisions to apply for funding should be agreed as part of the annual overall Clinks' business plan outlined below. In the event of any dispute about whether funding can be sought for the Alliance specifically, the issue will be directed to the Liaison Group to resolve.

2. Governance

The Alliance is managed by Clinks and therefore the **Clinks Board** is responsible for the work of the Alliance, both in relation to its meeting the purposes of the Alliance and Clinks, and in relation to all legal and financial responsibilities. However, the Alliance needs to be able to develop its work, within that legal and governance framework, in a way that supports its own network and objectives.

The **Steering Group** and its Chair retains its current membership and procedures, which are outlined in Annex 3. Its Chair or Vice-Chair will be a member of the Clinks Board, either by election or co-option. Through its Chair/Vice-Chair, it will present an annual budget and business plan to the Clinks Board. This will include the fundraising strategy for the year ahead. Normally, this will be done in the quarter before the new financial year as part of Clinks' annual budget and business planning cycle. This will be agreed by the Clinks Board. This will also provide an opportunity for the Alliance Manager to present the work of the Alliance and for the Board to discuss it. The Steering Group will be responsible for developing the business plan, and will continue to oversee and monitor it during the year. It will also receive and discuss policy positions and priorities (see below).

The **Liaison Group** is primarily responsible for implementation and monitoring of the agreed work plan and for coordination between Clinks and the Alliance. Its membership consists of the Chair and Vice Chair of the Alliance (or a Steering Group member delegated to the Liaison Group), the Clinks CEO and Head of Operations, and the Alliance Manager. It will deal with any practical issues relating to the relationship between the Alliance and Clinks. It can commission work and allocate funding in line with Clinks' financial policies and the agreed work plan. The Clinks CEO acts under their delegated authority from the Clinks Board. The group operates through unanimous agreement. If this is not obtained, or if the CEO believes that there are issues that fall outside their delegated authority, the matter will be referred to the Chair of the Clinks Board, in consultation with the Alliance Chair, for decision, and reported to the Alliance Steering Group and the Clinks Board. Liaison Group minutes will be provided to the Clinks' Board as a standing paper.

3. Policy

Formal Alliance policy positions may be proposed

- By members, either by 15% of their members in writing, or by agreement of over half the members present at an Annual or Extraordinary General Meeting

- By the Steering Group, by agreement if over half its members, or a majority of those present and voting where prior notice has been given to all members of the Group

The Alliance may also wish to respond to government proposals or consultations, or to publish reports or comment on other current policy issues, in line with its overall and current business plan objectives.

Formal policy positions are agreed by the Steering Group, in consultation with the Clinks CEO, who will confirm that they are not in conflict with Clinks' own policies or legal or other obligations. This agreement can be sought before an A/EGM where needed. If the CEO has concerns, they will be escalated to the Clinks and Alliance Chairs for decision. Other policy interventions should be agreed by the Steering Group and the Clinks Head of Operations, who will revert to the Clinks CEO if required.

4. Management and finances

Clinks provides administrative and managerial support for the Alliance and its Steering Group, including financial management, human resources responsibilities, and secretariat support for meetings. It receives and accounts for funding and other resources on the Alliance's behalf.

The Alliance Manager is jointly supervised and supported by the Alliance Chair and the Clinks Head of Operations. The Alliance Chair provides overall strategic direction in line with the work plan and policy positions agreed by the Steering Group as set out in 2 and 3 (above). On a daily basis, it is line managed by the Head of Operations, in line with Clinks' employment and management policies. S/he manages the Alliance's Communications & Membership Officer and Development Officer, under the same policies. Job descriptions are at Annex 4.

As a project managed by Clinks, support for the Alliance is provided from across the Clinks team. Annual workplans will be developed as part of the Clinks business planning cycle and support needs will be determined and planned for where practicable. Additional support where needed will need to be resourced through Alliance income generation activity.

5. Separation and dissolution

If either the Alliance or Clinks decides that it is advisable for the Alliance to become a legally separate organisation, or to be hosted elsewhere, the Clinks Board and the Steering Group should jointly seek advice on the steps that would need to be taken to identify and protect the interests and assets of both parties, including the identity and any products/assets of the Alliance.

This may need to involve advice from auditors and the Charity Commission. Proposals would then be put to an A/EGM of the Alliance and agreed by the Clinks Board.

If either the Alliance or Clinks decides that it is necessary or advisable to dissolve the Alliance, this would require the agreement of a Steering Group A/EGM and the Clinks Board, as set out above.

Agreed by Clinks' Board 20th March 2018

Annexes

Annex 1 Aims & objectives of the NCJAA

Our vision is to promote access to arts and creative opportunities as a springboard to positive change for all those who come into contact with the Criminal Justice System. We provide a network to promote, develop and support high quality arts practice in criminal justice settings, influencing and informing government, commissioners and the public.

Objectives

- **Provides an independent amplified voice for the sector**, offering an essential conduit between national policy and practice on the ground.
- **Enhances knowledge and expertise** by conducting and disseminating research demonstrating the impact of the arts in the Criminal Justice System.
- **Enables a diverse and vibrant network and platform** for practitioners to share best practice and raise the profile of their work.
- **Provokes, challenges and innovates** to drive **quality, creative excellence and effective practice**.

Annex 2 Aims & objectives of Clinks

Our vision is of a vibrant, independent and resilient voluntary sector that enables people to transform their lives.

Our mission is to support, represent and advocate for the voluntary sector in criminal justice, enabling them to provide the best possible opportunities for individuals and their families.

Objectives

1. Promote the work of the voluntary sector in the criminal justice system, with a particular focus on smaller specialist organisations
2. Support voluntary organisations working in the criminal justice system with individuals and their families
3. Represent and advocate for the voluntary sector and their service users
4. Identify challenges and opportunities facing the voluntary sector and its service users, and work together to find and implement solutions
5. Clinks being effective, efficient and professional in its work and operations. Ensuring we have the systems, resources and processes to achieve maximum impact.

Annex 3

NCJAA Membership and Steering Group election process

Membership

1) Membership of the NCJAA is open to any individual or organisation working, or with an interest in, the arts in criminal justice, based upon the following criteria:

- a) They are either an individual, or, if an organisation, a registered charity, not-for-profit or public sector organisation.
- b) Interested in, or delivering, arts-based activities within the Criminal Justice System
- c) Their activities do not conflict with the aims of the NCJAA or Clinks, and is not likely to bring the reputation of either body into disrepute.

2) All applications for membership have to be approved by the Steering Group. The NCJAA Manager will remotely circulate all applications for approval on a monthly basis. If the Manager receives no objections, then the application is deemed to be successful.

3) Should any Steering Group member object to an application then the Steering Group will be required to vote and acceptance will require a two-thirds majority of those present at an SG meeting and/or voting remotely. This decision can be appealed, to the Chair of the Steering Group (or the Vice Chair if the Chair is unable to hear the appeal).

3) The Steering Group may for good reason terminate the membership of any member provided that the member concerned shall have the right to be heard by the Steering Group before a final decision is made.

The NCJAA Steering Group has the power to revoke membership from any individual or organisation. Actions which may cause a membership to be revoked include:

1. Bringing the NCJAA or Clinks into disrepute.
2. Using the NCJAA or Clinks names or branding inappropriately (for example, to give the impression that the member speaks on behalf of the NCJAA/Clinks when they don't).
3. Breaking the NCJAA membership or these Terms of Reference as they apply to that member. Available sanctions would include: a) Issuing a warning to a member b) Removal of any individual member, company employee or director from the NCJAA Steering Group or any NCJAA working group. c) Expulsion of the member from the NCJAA.

This could result in a written warning or ejection from the NCJAA. Members can appeal against any decision to the Liaison Group.

The Steering Group

The NCJAA Steering Group must meet at least four times in each calendar year, with meetings advertised to all Steering Group members at least two weeks in advance. A meeting shall require half of the Steering Group to be present, to be quorate. An inquorate meeting cannot make any decisions but does count as one of the four meetings. Proposals from an inquorate meeting may be validated on receipt by email of the requisite votes.

Ordinary (ie not co-opted) members of the Steering Group will be elected at the Annual Meeting of the NCJAA, by the full membership. Once elected, members will serve on the Steering Group for three years. They can stand for re-election after that initial three year term, but must stand down after a maximum of six years on the Steering Group. They are not eligible to stand again for election for two years.

As the Chair and Vice-Chair are drawn from members of the Steering Group, the same restrictions apply to them. That is, they are elected for a period of three years, and can apply for re-election once only, after which they must stand down for a period of two years. The Chair or Vice Chair can be removed by a vote of two-thirds of the Steering Group, or by a vote of the wider membership at an Annual or Extraordinary Meeting. If a Chair cannot be found with the Steering Group, external Chairs can be appointed by the Steering Group. If this is the case the same restrictions apply to their term.

If the Steering Group decides the group is unrepresentative or there is a skills gap they retain the right to appoint up to three co-opted members. Co-opted members have the same rights as ordinary members. They will be appointed for a period of two years, but can be re-appointed at the discretion of the Steering Group. Co-opted members of the Steering Group must be members of the NCJAA.

Membership of the Steering Group is by election at the Annual Meeting. The number of Steering Group members will be a minimum of six and a maximum of eighteen (including co-opted members). Those standing for election may be either individuals or organisations. If the latter, then no more than two different individuals may represent the organisation in any one year.

In contrast, nominees for the posts of Chair and Vice Chair must stand as individuals, not organisations. Hence the Chair (or Vice Chair) cannot be replaced by a colleague if they are absent or leave their organisation. If the chair is recruited independently they will serve a term of 3 years before an election process, they can serve a maximum of three terms.

To retain steering group membership, elected members are expected to attend a minimum of three steering group meetings a year and actively contribute to the objectives of the NCJAA.

Annex 4 NCJAA staff job descriptions

Job title: NCJAA Manager

Job Purpose: The Manager is responsible for leading all the work and development of the National Criminal Justice Arts Alliance - working with a range of different organisations to improve policy and practice in relation to arts-based work with offenders and their families. This includes maintaining and strengthening the Alliance as the leading national network for arts organisations that work in the criminal justice system.

Whilst the Alliance is currently managed by Clinks, it does have a separate membership, identity and website as well as a Steering Group and an external Chair.

Reports to: Head of Operations

Responsible for: NCJAA Communications & Membership Officer

1. Duties and key responsibilities

NJCAA Project Management & delivery

- Provide leadership, direction and support to the arts sector in CJS
- Work closely with members of the National Criminal Justice Arts Alliance to develop a range of activities that will raise the profile and promote the work of the arts sector in the CJS.
- Coordinate, report to and support the Steering Group of the NCJAA, who meet 5 times a year, including an annual meeting and election.
- Oversee all communications for the NCJAA
- Oversee all strategy for the NCJAA
- Develop and deliver an effective annual work plan to meet the needs of the membership and improve practice via annual events, publications and networking opportunities
- Oversee the successful development of the website, social media and other on-line communication tools that are used to showcase work, provide information for members, policy makers and academics

Stakeholder and External Relations

- Influence national policy and promote communication between Government and the arts in the criminal justice sector e.g. through policy roundtables and the meetings of the Reducing Re-Offending Arts Forum organised by the Ministry of Justice.

- Develop and maintain strong working relationships with government departments and agencies that develop and deliver policy and practice affecting arts organisations working with offenders
- Develop relationships with national and sector specific press to raise the profile of arts in criminal justice
- Assist colleagues working in the Arts sector to interpret the emerging criminal justice environment and develop sustainable opportunities
- Maintain a wider view of criminal justice and arts policies and guide and support Arts organisations to interpret these in a relevant and appropriate manner
- Identify and promote good practice in arts and criminal justice settings, through high profile programmed events and to oversee the Professional Mentoring scheme, which connects emerging artists with experts in the field
- Identify and promote research and evidence in the field of arts and criminal justice and to fundraise specifically for a large scale research and delivery programme into arts in criminal justice to further advance knowledge, credibility and reach of the work.

Income Generation

- Identify funding sources and submit funding applications and monitoring reports, both for specific projects under the NCJAA-plan, and when required for the future funding of the work as a whole to ensure the sustainability of the Alliance.

Budget

- Take responsibility for the overall NCJAA project budget.
- Provide regular finance and progress reports to the Steering group and the Clinks board of Trustees

Line Management

- Responsible for the management of performance, including appraisal and regular supervision, of the NCJAA Communications & Membership Officer, following Clinks management culture and HR policies
- Commission and effectively project manage consultants and freelancers to ensure the work programme is delivered

Strategy and Other

- Contribute to Strategic and Business planning as part of the Management team
- Lead on the strategic goal setting for the NCJAA and develop opportunities to better meet the needs of Arts organisations working in the CJS
- Develop and lead on the NCJAA business plan
- Engage in liaison supervisions with the chair of the National Criminal Justice Arts Alliance

2 General Responsibilities

- Represent and be an ambassador for Clinks
- Work to support the mission, ethos and values of Clinks
- Be flexible and carry out other associated duties as may arise, develop or be assigned in line with the broad remit of the position
- Support and promote diversity and equality of opportunity in the workplace
- Work collaboratively with others in all aspects of our work

Job title: NCJAA Communications and Membership Officer

Job Purpose: The post holder is responsible for delivering effective communications across all aspects of National Criminal Justice Arts Alliance network. The role involves maintaining and improving the website and the data we hold for all our members as well as leading on membership engagement. It also involves developing good practice schemes to support the membership. The Communications and Membership Officer will also assist the NCJAA Manager perform administrative tasks including organising events and meetings to ensure the smooth running of the network.

Reports to: NCJAA Manager

1 Duties and key responsibilities

Newsletter/e-bulletin and communications

- Collate relevant news, events and good practice resources for the arts and criminal justice sector.
- Compose, develop and send the monthly e-bulletin and other relevant online and printed communications to the membership.
- Monitor readership profile of the newsletter and other communications.
- Maintain the role of the Alliance as the 'go-to' network for arts and criminal justice news and information.
- Lead on developing the National Criminal Justice Arts Alliance website as resource for arts in criminal justice.
- Use social media platforms including commissioning and developing blogs, Twitter & facebook to effectively communicate key messages and raise the profile of arts in criminal justice settings.
- Maximise opportunities for membership engagement through communications.
- Write relevant press releases and build relationships with sector specific and national press media.

Membership

- Maintain and improve the National Criminal Justice Arts Alliance database records, ensuring full and up to date records, including identifying and adding new members.
- Lead on running and developing the professional mentoring scheme for members. This includes setting up the training and being responsible for the evaluation and monitoring of scheme.
- Ensure effective membership engagement, monitoring and evaluating new members, member requests and online activity and carrying out an annual membership survey.
- Produce a range of online resources and case studies that highlight and share good practice across arts and criminal justice.

General administration

- Carry out effective administration to support the National Criminal Justice Arts Alliance network.
- Support the National Criminal Justice Arts Alliance Manager in a range of administrative tasks.

Events and meetings

- Make room bookings, plan and promote National Criminal Justice Arts Alliance events.
- Provide support at meetings and events as required including the National Criminal Justice Arts Alliance Steering Group and sub group meetings.

2 General Responsibilities

- Represent and be an ambassador for Clinks
- Work to support the mission, ethos and values of Clinks
- Be flexible and carry out other associated duties as may arise, develop or be assigned in line with the broad remit of the position
- Support and promote diversity and equality of opportunity in the workplace
- Work collaboratively with others in all aspects of our work

A. JOB DESCRIPTION

Job title: Development Officer – Arts and Criminal Justice

- 2.5 days per week (home based with an option of office space in Birmingham)
- £31,093 pro rata
- Permanent contract

Job Purpose: Development Officer - The post holder is responsible for developing regional networks, initially in the West Midlands and the North West, to support the aims of National Criminal Justice Arts Alliance (NCJAA), which is managed by Clinks. The role involves promoting the role of arts in criminal justice settings, feeding into local and national policy and developing good practice to support the NCJAA membership and arts as a springboard for positive change.

Reports to: NCJAA Manager

1 Duties and key responsibilities

Network development

- Develop regional arts and criminal justice networks in order to support and understand their issues and priorities across both policy and practice
- Work with the NCJAA Manager to develop a range of activities that will raise the profile and promote the work of arts in the Criminal Justice System (CJS), initially with a specific focus on the West Midlands and North West
- Develop regional arts and criminal justice relationships and networks in order to support the work of the NCJAA
- Work to specifically increase engagement from Black and Minority Ethnic (BAME) members across all our work
- Set up regional forums, networking, good practice sharing and training events to support the development of arts in criminal justice settings (initially in the West Midlands and North West)
- Keep up to date and understand the changing landscape in arts and criminal justice to influence local and national policy and practice to support the aims of objectives of the NCJAA
- Identify and promote research and evidence in the field of arts and criminal justice

Stakeholders, Members and External Liaison

- Work with the NCJAA Manager to develop relationships with regional policy influencers across the arts and criminal justice sectors
- Represent NCJAA/Clinks at external meetings and events

- Identify and promote good practice in arts and criminal justice settings, through high profile programmed events
- Work with NCJAA Communications Officer to identify good practice and produce content for the NCJAA website, newsletter, case studies and blog posts
- Work with the team to promote the Professional Mentoring and Bursary scheme, which supports emerging artists in the field
- Work to ensure the voice of service users is represented

Provide direct support to help local organisations collaborate and thrive

- Provide support to facilitate collaboration amongst artists, arts organisations and the criminal justice sector
- Promote good practice sharing across arts activity delivered in criminal justice settings
- Respond to requests from arts organisations in need of specific support and assess what assistance NCJAA/Clinks (and others) can provide
- Work with colleagues to develop and deliver training, events and resources to enable arts organisations working in the CJS to adapt to the changing policy and commissioning environment

General administration

- Carry out effective administration to support the National Criminal Justice Arts Alliance network
- Support the National Criminal Justice Arts Alliance Manager with a range of administrative tasks.
- Work with the NCJAA colleagues to carry out annual member survey

Events and meetings

- Work with the NCJAA/Clinks team to ensure the smooth running of meetings and events

2 General Responsibilities

- Represent and be an ambassador for NCJAA/ Clinks
- Work to support the mission, ethos and values of NCJAA/Clinks
- Be flexible and carry out other associated duties as may arise, develop or be assigned in line with the broad remit of the position
- Support and promote diversity and equality of opportunity in the workplace
- Work collaboratively with others in all aspects of our work

This job description does not form part of your contract of employment and can be amended from time to time as the needs of the organisation require.

PERSON SPECIFICATION:

Development Officer – Arts

EXPERIENCE

- Working with the arts and/or criminal justice sector (or other relevant sectors) to provide developmental and capacity building support
- Building regional networks
- Gathering intelligence from practitioners and / or networks that contribute towards the development of policy, good practice and support
- Relationship management with key stakeholders across a range of settings
- Monitoring and evaluating information on need, and using this to influence and inform future planning
- Working to produce training and good practice events and resources

SKILLS AND ABILITIES

- Ability to lead, inspire and co-ordinate a complex network of organisations
- Interpersonal and strong spoken and written communication skills which engage audiences, encouraging understanding and participation
- Good analytical skills
- A collaborative approach to working with colleagues
- Ability to write for external audiences including, online resources, blogs, and briefings for a wide range of organisations
- Developing and delivering training, events, and information resources
- Ability to liaise with a wide range of people, including criminal justice and voluntary sector agencies, artists, arts organisations, local government, private sector and service users
- Able to understand the policy environment and identify opportunities to influence
- Public speaking skills, facilitation skills and ability to lead meetings
- Highly organised with an ability to maintain effective record keeping systems
- Adopt a problem solving, solution-focused approach and make decisions effectively and timely
- Ability to work both independently and as part of a team
- Project management skills
- IT skills at a level that supports report writing, email, internet and database
- Adaptability and flexibility in being able to take on new roles

KNOWLEDGE

- Experience and good understanding of
 - Role of the arts in addressing social exclusion
 - The Criminal Justice sector and or arts and related policy and practice

EDUCATION/TRAINING

No one specific qualification is required, but evidence of recent continuing professional development in a professional area with demonstrable relevance to networking and promoting good practice

PERSONAL ATTRIBUTES AND OTHER REQUIREMENTS

- Able to travel extensively particularly in the West Midlands and North-West
- Able to work some evenings and weekends and stay overnight where necessary
- Works well in a team with a flexible approach to work
- Commitment to anti-discriminatory practice and equal opportunities. An ability to apply awareness of diversity issues to all areas of work
- Commitment to the values and ethos of supporting people in the Criminal Justice system