

CRIMINAL JUSTICE ALLIANCE

England & Wales · Charity number 1143038

Details

Status	Registered
Legal form	Charitable company
Company number	06331413
Registered	2011-07-22
Register	View on the Charity Commission register

Contact

Address	Criminal Justice Alliance 88 Old Street London EC1V 9HU
Phone	02080642218
Email	info@criminaljusticealliance.org.uk
Website	www.criminaljusticealliance.org

Activities

Objects: THE OBJECTS OF THE CHARITY ARE FOR THE PUBLIC BENEFIT:TO PROMOTE THE REDUCTION AND PREVENTION OF CRIME, THE REHABILITATION AND WELFARE OF OFFENDERS, AND (SO FAR AS IT IS EXCLUSIVELY CHARITABLE) THE WELFARE OF OFFENDERS FAMILIES AND DEPENDANTS;TO PROMOTE, OR ASSIST IN THE PROMOTION, OF THE SOUND ADMINISTRATION OF THE CRIMINAL JUSTICE SYSTEM.

Activities: The CJA works with its members to develop and promote improvements to the way in which the criminal justice system operates in England and Wales. This includes carrying out and commissioning research and policy-development work, informing the work of its members and in assisting them in working together, improving information-sharing and co-ordinated working across its membership.

Classification

- **How:** Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£340,293	£318,756	-	-
2024-03-31	£442,463	£472,381	-	-
2023-03-31	£441,662	£451,333	-	-
2022-03-31	£333,380	£272,570	-	-
2021-03-31	£279,360	£232,466	-	-

Trustees

Name	Role	Appointed
Gemma Birkett	Chair	2024-07-29
Alex Stevens		2023-09-01
Bernard Manson		2024-12-08
Elsa Corry-Roake		2025-07-24
Frances Lang		2023-07-01
Joe Tarbert		2025-07-24
Mignon Rachael French		2025-07-24
Thomas McNeil		2024-07-29

Accounts

CRIMINAL JUSTICE ALLIANCE

(Company limited by guarantee)

Annual report and accounts

Year ended 31 March 2025

Criminal Justice Alliance
Annual Report and Accounts
Year ended 31 March 2025

CONTENTS

Chair’s introduction	3
Information	4
Trustees’ report incorporating Director’s report	5-13
Independent Examiner’s report	14
Statement of financial activities	15
Balance sheet	16
Notes to the accounts	17-27

Criminal Justice Alliance
Annual Report and Accounts
Year ended 31 March 2025

CHAIR'S INTRODUCTION

I am pleased to introduce the Criminal Justice Alliance (CJA) Annual Report and Accounts. The CJA is an incredible organisation making real change across our criminal justice system. I am proud to be part of the CJA at this critical juncture for the sector. This report highlights the organisation's key activities and achievements in the year 2024-2025 and the CJA's brilliant, small team's successes in driving systemic change in the criminal justice system.

The change in government in July 2024 presented a critical opportunity to reset and reimagine our criminal justice system. The CJA's unique position in the sector, and our key strength, is our membership status. Over the last year, working with our 200+ members, the CJA continued to bring together a broad and diverse range of expertise across the sector, championing and elevating the voices of those directly impacted by the criminal justice system.

The systemic challenges we face require a unified approach where the voluntary and community sectors, alongside people directly impacted by the justice system, are actively engaged in evidence-based solution-focused policy decision making. The CJA has continued to draw on the collective strengths of our members to pursue our common goal of building a fairer and more effective criminal justice system.

We are in an exciting time of development as we continue our much-needed work. We remain committed to delivering key elements of our five-year strategy (2022-2027): [Reimagine, Redesign, Rebuild: Driving Systemic Change Together](#), while adapting to the ever-changing political landscape.

On behalf of the Board, I would like to thank Rachel Allan, Coralyn Burge, Nick Evans, and Rod Morgan, who stepped down after their respective terms on the Board have ended in 2024-2025. We also thank Stuart de Boos who stepped down as Treasurer in early 2025. I am delighted to welcome six new Trustees in July 2025 and remain extremely grateful to our members for their contributions and to our funders, staff, volunteers and fellow Trustees for their continued support and commitment. Finally, on behalf of all the Trustees, I would like to express our gratitude to Annette So, who steps down as Director in November 2025, for her dedication to leading the CJA to a place of strategic focus and her excellent leadership. I look forward to welcoming and working with our new Director in the coming months.

Gemma Birkett

Chair, Board of Trustees

Criminal Justice Alliance
Annual Report and Accounts
Year ended 31 March 2025

INFORMATION

Trustees

Chair	Nicholas Linfoot (appointed Interim Chair 1 October 2023; resigned 1 May 2025) Gemma Birkett (appointed 29 July 2024)
Vice Chair	Coralyn Burge (resigned 31 March 2025) Frances Lang (appointed 1 July 2023; appointed Interim Vice-Chair 1 April 2025)
Treasurer	Bernard Manson (appointed 8 December 2024) Stuart de Boos (resigned 31 January 2025)
Other Trustees	Rachel Allan (resigned 31 March 2025) Summer Alston-Smith (appointed 24 July 2025) Elsa Corry-Roake (appointed 24 July 2025) Nick Evans (resigned 31 March 2025) Mignon Rachael French (appointed 24 July 2025) Ropinder Gill (appointed 24 July 2025) Jason Grant-Rowles (appointed 1 September 2023) Thomas McNeil (appointed 29 July 2024) Rodney Morgan (resigned 30 July 2024) Joe Tarbert (appointed 24 July 2025) Kirsten Westlake (appointed 24 July 2025) Alex Stevens (appointed 1 September 2023)

Director Annette So

Charity number 1143038

Company number 06331413

Registered Office & Business Address	From 1 August 2024: 88 Old Street London EC1V 9HU	Previously: CH2.26 Chester House Kennington Park, 1-3 Brixton Rd London, SW9 6DE
---	--	---

Bankers	Co-operative Bank plc Blaise Pascal House 100 Pavilion Drive Brackmills Northampton NN4 7WZ	CAF Deposit Platform Flagstone Investment Management Limited 1 st Floor, Clareville House 26-27 Oxendon Street, London SW1Y 4EL
----------------	---	--

Independent Examiner Counterculture Partnership LLP
23 St Leonards Road
Bexhill-on-Sea, East Sussex, TN40 1HH

Criminal Justice Alliance
Annual Report and Accounts
Year ended 31 March 2025

TRUSTEES' ANNUAL REPORT

The Trustees present their Annual Report and Accounts for the year ended 31 March 2025. The Criminal Justice Alliance (CJA) is a company limited by guarantee incorporated in August 2007. In July 2011 it became a registered charity.

Charitable objectives

The principal aims of the CJA are to promote the reduction and prevention of crime, the rehabilitation and the welfare of people with convictions, so far as it is exclusively charitable, their families and dependants. The charity also promotes or assists in the promotion of the sound administration of the criminal justice system.

The Trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

The CJA is a network of member organisations and individual academics working across the criminal justice system in England and Wales, including crime prevention, policing, prisons, probation and victim services. Members include individual academics and researchers, charities, professional associations, think tanks and research bodies, all committed to achieving a fair and effective criminal justice system in accordance with our charitable objectives. In the last year, we welcomed 21 new members and at the end of March 2025, we had 212 members, including 23 academic members. A full list of current members can be found on our website: <https://www.criminaljusticealliance.org.uk>.

Principal activities of the year

1. Articulating a shared vision for change - a safe, smart, person-Centred, restorative and trusted criminal justice system

Influencing with and through member expert groups

In July 2024, we published [*Time for Change*](#), a comprehensive report drawing on CJA members' views on the key issues facing the criminal justice system, and the individuals and communities who use their services. The report provides a summary of specific policy proposals that our members have put forward, and some cross-cutting themes at the heart of the challenges and choices now facing the newly elected government. Building on the findings of the report, we continued to advocate for evidence-led policy changes in the criminal justice system, focusing on areas that our members have highlighted - services for women and girls, prison and probation conditions, victim services and restorative justice, addressing institutional racism, engagement of people with lived experience and the role of academia in policy reform. The report was launched at an online event, with a lively discussion from expert speakers sharing their perspectives on the current challenges facing the criminal justice system, and how the sector can work and support the government in making meaningful change.

Criminal Justice Alliance
Annual Report and Accounts
Year ended 31 March 2025

We held a number of consultations with our members to scope a project on drug policy. We will continue to work with our drug policy member expert group to identify priorities surrounding drug policy reform, including adopting a public health approach, and drawing on comparative analysis of international evidence on decriminalisation.

We also supported a number of collaborative projects and campaigns in the sector:

- We contributed to the *Women's Justice Reimagined* campaign, led by Hibiscus Initiatives. We supported the development of the Commitment to Action Plan, calling for accountability from government agencies to improve outcomes for Black, Asian, minoritised and migrant women across the criminal justice system.
- The CJA became a formal member of the *Better Justice* campaign, a collaboration between the Howard League, Nacro, Action for Race Equality, Transform Justice and the CJA. We contributed to the development of the strategic plan and their first workshop on a common vision for change for early intervention and diversion.
- We supported the *Power of Small* project, a collaboration between NCVO and Fair Collective. The project identified the needs and areas of support for small organisations. The CJA conducted research with a number of CJA members and reflected on some of the specific needs for criminal justice sector organisations.

Influencing through co-producing consultation responses and key stakeholder engagement

In early 2025, we responded to the Independent Sentencing Review led by the Rt Hon David Gauke. This comprehensive re-evaluation of our current sentencing framework was prompted by the extreme capacity pressures on the prison system and the subsequent emergency measures announced by the new government. The review seeks to provide long-term solutions to the prison overpopulation crisis by examining non-custodial sentences, short and longer custodial sentences, alongside sentencing practises for prolific offenders and those with specific needs and vulnerabilities, and the administration of sentences.

Informed by our members, we also responded to the *Justice Select Committee Inquiry on Rehabilitation and Resettlement*. We consulted with civil society organisations, academics, and those with lived experience of the justice system. We are pleased to see that our recommendations were accepted, including the expansion of the use of problem-solving courts, and improving prison culture to aid rehabilitation. We will continue to work with the Ministry of Justice to ensure implementation of meaningful solutions, including involving those with lived experience, and those impacted by crime, in policy development processes.

Criminal Justice Alliance
Annual Report and Accounts
Year ended 31 March 2025

Influencing through advisory groups and events

We contributed to a growing number of advisory groups across the criminal justice system, including:

- His Majesty's Inspectorate of Constabulary and Fire & Rescue Services External Reference Group on Race and Policing
- His Majesty's Courts & Tribunals Service Public Engagement Group
- His Majesty's Prison and Probation Service Lived Experience Engagement Network
- His Majesty's Prison and Probation Service New Futures Network
- Home Office Police and Crime Equalities Partnership Forum
- Victim and Witness Sector Engagement Group

Through these groups we have been able to challenge and contribute ideas and solutions at an early stage as policies and practical guidance are being deliberated and formulated.

2. Co-ordinating collaborative working

We convened and provided opportunities for the CJA members and the sector to share learnings and build on the eco-system to promote a fair and effective criminal justice system.

We launched two new networks amongst our membership:

- *The CJA Communications Network* brings together communications leads across the sector to share learnings and communication strategies.
- In August 2024, we launched *The Connections Club*, a series of regular, informal networking events which will provide members with opportunities to meet, share expertise, and learn from one another around a common theme. Our first event focused on the power of the arts in criminal justice. We hosted, in partnership with Revolving Doors, Prison Reform Trust and Glasshouse Theatre, an exclusive preview screening of *Sing Sing* for CJA members. The film, based on the real-life Rehabilitation Through the Arts (RTA) programme at Sing Sing Correctional Facility, tells the inspiring story of a group of men involved in creating theatrical stage shows through this transformative initiative. *Sing Sing* features an extraordinary cast, including professional actors Colman Domingo and Paul Raci, alongside several men who participated in the programme during their time at Sing Sing. Future Connections Club will include film screenings, book launches, site visits and learning workshops.

CJA Network Mapping

With the support of Alex Stevens, Professor in Criminology at the University of Sheffield (and CJA Trustee), we built an initial network map of key policy stakeholders and influencers for the criminal justice sector. This map demonstrates the 'constellations' and the interconnectedness between the criminal justice sector and other sectors, e.g. housing, health. The network map is intended to reflect the 'politics of familiarity' - to identify who the sector need to collaborate with,

Criminal Justice Alliance
Annual Report and Accounts
Year ended 31 March 2025

and on what. The conceptual map was shared with CJA members at a public affairs event held in September 2024. CJA members are continuing to contribute to this map and we anticipate it will form part of a formal academic research project.

Research Symposium: A Safer Criminal Justice System

In May 2025, we held our second research symposium in collaboration with MetroPolis at Manchester Metropolitan University, exploring the theme of a safer criminal justice system. The day featured workshops, discussions, and networking opportunities, culminating in a panel event reflecting on key insights with special guest Dr. Jamie Bennett, former prison governor and COO of the Youth Justice Board.

3. Changing narratives

Working with nine CJA members and professional filmmakers, we produced 10 short films on the criminal justice system. The collection of powerful films calls for urgent, systemic change and spans a range of themes across the UK criminal justice system, from the impact of parental imprisonment to the experiences of neurodivergent people in court. The films were made in collaboration with the Media Trust who matched professional volunteer filmmakers with each CJA member organisation.

The films were launched and showcased at two separate events in November 2024. The first, at Warner Brothers, with a panel discussion exploring the impact of these films, and how charities can collaborate with policymakers and the media to enact real tangible change. The panel discussed how creative media can be leveraged to drive policy change and public engagement, as well as the role that those with lived experience of the system play in shaping narratives for positive change.

A second screening was held at the CJA's Annual General Meeting, and we extended invitations to CJA supporters and collaborators to showcase the films to a wider audience. We also hosted a panel discussion on the power of strategic communications and storytelling for change.

The films were further shown as part of the *Manchester International Criminal Justice Film Festival* in May 2025. The festival provided an additional opportunity for CJA members to showcase their films and introduced them to new audiences. Two of the films were subsequently shortlisted for the Smiley Charity Film Awards, and two went on to win the Judges' Award 2025.

4. Promoting power sharing

ELEVATE CJS lived experience leadership programme

Our two-year pilot ELEVATE CJS lived experience leadership programme came to an end in November 2024. This project provided an opportunity for 35 emerging leaders with lived experience to participate in the leadership programme. Participants furthered their expertise and

Criminal Justice Alliance Annual Report and Accounts Year ended 31 March 2025

developed new skills covering a range of topics including awakening the leader within, ‘doing your story justice’ and media training, policy and campaigning and research skills.

We have seen some immediate results: ELEVATE CJS participants have successfully applied/secured for senior roles, both within and outside of their organisations in the criminal justice sector, and through the network, have made new connections which allowed them to consider, train, and embark on new careers.

For example, as a result of participating in the first cohort programme, five participants were provided with a bursary to kick-start projects in the social/criminal justice sector. One of the participants has started a [training and consultancy service](#) with a focus on ‘reimagining leadership and enriching organisations with lived experience; another participant formed a new [social enterprise](#) offering an early intervention approach for young people at risk of being trapped in the criminal justice system, and delivering programmes to men in prison.

We learnt from the interim process report - we have improved our process of collecting data for the second year programme. Summary impact for the second cohort can be demonstrated through:

- 83% of participants reported that they developed a stronger sense of self-belief and confidence in their abilities as leaders, enabling them to tackle challenges with greater resilience and determination.
- All the participants reported more positive self-image; celebrating their own accomplishments and those of their team members, fostering a culture of recognition and appreciation that boosts morale and confidence.
- 83% of participants reported that they developed stronger emotional intelligence, gained insight into their own emotions and those of others, enabling them to empathise, motivate, and inspire their team members.
- 67% of participants reported that they gained increased awareness of building high-performing teams, fostering a culture of collaboration, trust, and accountability to achieve shared goals.

A full impact evaluation will be available in October 2025.

Fair Chance Business Alliance (FCBA)

We also supported the FCBA on the development and communications on the *Fair Chance Employment Charter* which was launched in early 2024. We have continued to support the FCBA, which is led by an individual directly impacted by the criminal justice system, to promote the Alliance, remove barriers to employment for people with convictions, and improve workplace practices to ensure supportive and inclusive practices. This included holding a session for the FCBA and its members in July at the Business in the *Community Opening Doors* forum on ‘How language impacts culture’ and provided specific examples for the ‘do’s and don’ts’ in communication involving people with convictions. The Corporate Social Responsibility lead for Business in the Community commented, “*Fantastic presentation on the importance of language and communication to drive change. The shift of language from an individual to a systems view offered a new perspective and helps to see our collective responsibility for solutions. It was*

Criminal Justice Alliance
Annual Report and Accounts
Year ended 31 March 2025

thought provoking; I hope it will inspire action and lead to positive outcomes for the 11 million people in the UK with a criminal record”.

5. Tackling racial inequality

Following on from our super complaint on section 60 stop and search powers, we have continued dialogue with HMICFRS (His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services), IOPC (Independent Office for Police Conduct) and CoP (College of Policing) to monitor the implementation of their recommendations. This includes looking at the feasibility of developing pilot projects with the PCCs (Police and Crime Commissioners) and Constabularies on a local level seeking to address inequalities in policing through the Public Sector Equality Duty and use of Equality Impact Assessments.

We were also invited to contribute to the Police Race Action Plan and also made a contribution to the [Independent Scrutiny and Oversight Board’s annual report 2024](#).

In October, we published a [joint briefing with the NPBA \(National Black Police Association\)](#), examining the treatment of Black and racially minoritised officers in the Metropolitan Police’s misconduct process, following the Baroness Casey Review of 2023. The briefing highlights that despite the Met’s pledges to reform, systemic racial discrimination persists. It details the personal experiences of several Black officers, revealing a culture of bullying, exclusion and a lack of meaningful support within the institution. The briefing calls for substantive changes, emphasising that without significant structural reform and genuine accountability, the Met will continue to fall short of its commitment to become an anti-racist police service. We presented the briefing at the NBPA annual conference 2024 and will ensure it is disseminated widely to highlight our concerns.

6. Key organisational changes

The Board of Trustees formally appointed Annette So as Director on 1 April 2024. Annette So joined the CJA as Deputy Director in 2021 and was appointed Interim Director in October 2023.

Five Trustees (Rachel Allan, CJ Burge, Stuart de Boos, Nick Evans, and Rod Morgan) stepped down during the year.

The organisation conducted a thorough and open recruitment process for Trustees, and welcomed six Trustees in July 2025: Summer Alston-Smith, Elsa Corry-Roake, Mignon French, Ropinder Gill, Joe Tarbert and Kirsten Westlake.

7. Future workplans

We have ambitious plans to grow and continue to support and amplify our 200+ members’ work. We will connect the sector, break down silos and provide platforms and opportunities for criminal justice civil society organisations to meet, share good practice and learning, and develop

Criminal Justice Alliance Annual Report and Accounts Year ended 31 March 2025

resilience. For example, the CJA Awards will be held in November 2025, highlighting and celebrating the outstanding work of the sector.

Further opportunities will be created through a combination of online workshops, in-person events and informal networks. We will also enhance and build our networks and expert groups within our membership, including an Experts by Experience Network, a formal network of people directly impacted by and working across the criminal justice system.

We will continue to lead on evidence-led policy and influencing. We will collate CJA members' publications, policy reports, academic articles and research, and legal judgments so the sector will have access to a centralised and comprehensive source. Other digital resources will include an annual publication on criminal justice policy developments and a network map of key 'influencers' within government, civil society and academia in criminal justice. Our research symposium will also facilitate dialogue and knowledge exchange between criminal justice practitioners, academics, the media, people with lived experience and policy makers from across the system.

The activities will build on and sustain our efforts to amplify the voices of individuals with lived experience, promote policy change, and work towards a more equitable and effective criminal justice system.

Funders and Supporters

We are hugely grateful to our funders, AB Charitable Trust, Barrow Cadbury Trust, The Churchill Fellowship, LEF, Pocressi Initiative, Porticus UK and Trust for London for their support during the year. To our individual donors, we are extremely grateful for your generosity which allows us to carry on our work.

Governance and Management

The charity is governed by a Board of Trustees. Trustees are elected at the Annual General Meeting or appointed between meetings by co-option. Trustees delegate day-to-day running of the charity to the Director who reports on operational performance through the Chair and financial performance through the Treasurer to the Board. Financial and fundraising reports are considered at each Board meeting. A Risk Register and RAG rating noting progress against the CJA business plan are also regularly considered by Trustees.

The Board currently has two permanent sub-committees:

- Finance and Resources Committee
- Policy and Communications Committee

All sub-committees operate under terms of references approved by the Board. Trustees have also played a role in recruitment, chairing members meetings and providing final peer reviews for CJA

Criminal Justice Alliance
Annual Report and Accounts
Year ended 31 March 2025

publications. A select group of Trustees also form the Fundraising Working Group, advising on fundraising strategies.

Financial Review

The results for the year ended 31 March 2025 are set out in the attached accounts. Total incoming resources for the year were £340,293 (2024: £442,463). Expenditure for the year was £318,756 (2024: £472,381). The surplus for the year was thus £21,537 (2024 deficit: £29,918). The Fund balances carried forward at 31 March 2025 totalled £181,505 (2024: £159,968) of which £180,871 were unrestricted (2024: £137,615).

Reserves Policy

The Trustees review the CJA's reserves policy annually. Considering the liabilities and costs associated with a reduction in the level of the charity's activities that might be caused by a reduction in funding, the Trustees have resolved that we should hold unrestricted reserves sufficient to cover not less than four months' anticipated expenditure and aim to increase unrestricted reserves to six months in due course.

Trustees' responsibilities

Trustees are responsible for preparing the Annual Report and Accounts in accordance with applicable law and United Kingdom generally accepted accounting practice.

Company and charity law applicable to charities in England and Wales requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the Company and of the surplus or deficit for the period. In preparing those accounts the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Statement of Recommended Practice 'Accounting and Reporting by Charities' (the Charities' SORP);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures being disclosed and explained in the accounts; and
- prepare the accounts on a going concern basis (unless it is inappropriate to presume that the charity will continue in operation).

Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Company and which enable them to ensure that the accounts comply with the Companies Act 2006 and the Charities Act 2011. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the detection and prevention of fraud and other irregularities.

Criminal Justice Alliance
Annual Report and Accounts
Year ended 31 March 2025

Preparation of the Report

This report has been prepared in accordance with the charity’s governing document, the Charities Act 2011 and recommendations contained in the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities published on 16 July 2014 (FRS 102).

This report was approved by the Board on 13 October 2025 and signed on its behalf by:

Signed by:

.....4E7BAF988429452.....

Gemma Birkett (Chair)

Signed by:

.....1DF3C34BF4FF421.....

Bernard Manson (Treasurer)

Criminal Justice Alliance Annual Report and Accounts Year ended 31 March 2025

Independent Examiner's report to the Board of Trustees of the Criminal Justice Alliance

I report to the Trustees on my examination of the accounts of Criminal Justice Alliance (charity number 1143038, company number 06331413) for the year ended 31 March 2025 which are set out on pages 15 to 27.

Respective responsibilities of Trustees and Independent Examiner

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act'). The Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 ('the 2011 Act') nor under Part 16 of the 2006 Act, and that an independent examination is needed.

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general directions given by the Charity Commission under section 145(5)(b) of the Charities Act; and,
- to state whether particular matters have come to my attention.

This report, including my statement, has been prepared for and only for the Charity's Trustees as a body. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body for my examination work, for this report, or for the statements I have made.

Basis of Independent Examiner's statement

My examination was carried out in accordance with general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the Trustees concerning any such matters.

The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

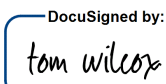
Independent Examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination by virtue of being a Fellow Member of the Association of Charity Independent Examiners, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or,
- the accounts do not accord with those records; or,
- the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or,
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed: 

0EADDEFE9D746E...

Tom Wilcox
Counterculture Partnership LLP
23 St Leonards Road
Bexhill-on-Sea, East Sussex, TN40 1HH

Dated: 13 October 2025

CRIMINAL JUSTICE ALLIANCE
Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the year ended 31 March 2025

	Notes	Unrestricted Funds Year ended 31 March 2025	Restricted Funds Year ended 31 March 2025	Total Funds Year ended 31 March 2025	Total Funds Year ended 31 March 2024
		£	£	£	£
Income from					
Donations & legacies	2	78,229	234,550	312,779	416,325
Charitable activities	3	14,778	-	14,778	17,580
Investments		12,736	-	12,736	8,558
Total income		105,743	234,550	340,293	442,463
Expenditure on		£	£	£	£
Raising funds	4 & 5	2,808	38,111	40,919	65,126
Charitable activities					
Policy work	4 & 6	5,922	80,190	86,112	165,541
CJA Awards	4 & 6	-	0	0	3,280
Membership support	4 & 6	53,757	-	53,757	36,709
ELEVATE CJS	4 & 6	-	137,968	137,968	201,725
Charitable activities		59,679	218,158	277,837	407,255
Total expenditure		62,487	256,269	318,756	472,381
<i>Net (expenditure)/ income</i>		43,256	(21,719)	21,537	(29,918)
Transfers between funds	11	-	-	-	-
Net movement in funds		43,256	(21,719)	21,537	(29,918)
Total funds brought forward	11 & 12	137,615	22,353	159,968	189,886
Total funds carried forward	11 & 12	180,871	634	181,505	159,968

The notes on pages 17 to 27 form part of the accounts.
Income from investments was unrestricted in both the current and prior periods.

CRIMINAL JUSTICE ALLIANCE
Balance Sheet
As at 31 March 2025

		Total Funds		Total Funds	
		Year ended		Year ended	
		31 March 2025		31 March 2024	
		£	£	£	£
Fixed assets	8		-		-
Current assets					
Debtors & prepayments	9	28,661		127,679	
Cash at bank & in hand		212,814		220,810	
		<u>241,475</u>		<u>348,489</u>	
Liabilities					
Creditors : amounts					
falling due within one	10	(59,970)		(188,521)	
year					
Net current assets/(liabilities)			181,505		159,968
Net assets/(liabilities)		<u>181,505</u>		<u>159,968</u>	
Charity funds		£	£	£	£
Restricted funds	11 & 12		634		22,353
Unrestricted funds					
General fund	11 & 12		180,871		137,615
Total charity funds		<u>181,505</u>		<u>159,968</u>	

The notes on pages 17 to 27 form part of the accounts.

The accounts have been prepared in accordance with section 415A of the Companies Act 2006 relating to small companies and FRS 102 Section 1A.

The charitable Company is entitled to exemption from audit under section 477 of the Companies Act 2006 for the year ended 31 March 2025, and the members have not required the charitable Company to obtain an audit of its Financial Statements for the year ended 31 March 2025 under section 476 of the Companies Act 2006.

The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of the accounts.

They were approved and authorised for issue by the Board of Trustees on 13 October 2025 and signed on their behalf by

Signed by:



4E78AF988429452...
 Gemma Birkett (Chair)

CRIMINAL JUSTICE ALLIANCE

Notes to the accounts

for the year ended 31 March 2025

1. Accounting policies

a) Basis of preparation of the accounts

The accounts have been prepared in accordance with 'Charities SORP (FRS 102)- Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The effect of any event relating to the year ended 31 March 2025, which occurred before the date of approval of the accounts by the Board of Trustees, has been included in the accounts to the extent required to show a true and fair view of the state of affairs at 31 March 2025 and the results for the year ended on that date.

Under the exemption available to smaller charities the Board of Trustees has chosen not to include a Statement of Cash Flows within the accounts.

The functional currency of the Charity is sterling and amounts in the accounts are rounded to the nearest pound.

b) Going concern

The accounts have been prepared on the going concern basis as the Board of Trustees is confident that future reserves and future income is more than sufficient to meet current commitments. There are no material uncertainties that impact this assessment.

c) Legal status

The Criminal Justice Alliance is a charitable company registered in England & Wales and meets the definition of a public benefit entity. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member. The registered address is 88 Old Street, London, EC1V 9HU.

d) Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or that have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in note 11 of the accounts.

e) Income

Income is recognised when the Charity has entitlement to the funds, any performance indicators attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations are recognised in full in the Statement of Financial Activities when entitled, receipt is probable and when the amount can be quantified with reasonable accuracy. Gift aid receivable is included when claimable.

Grant income is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless the grant relates to a future period, in which case it is deferred.

Membership income is credited to the Statement of Financial Activities when received or receivable, whichever is earlier, and is recognised in full at this point as opposed to deferred across the membership period.

Other income from charitable activities is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless it relates to a specific future period or event, in which case it is deferred.

CRIMINAL JUSTICE ALLIANCE

Notes to the accounts

for the year ended 31 March 2025

f) Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities.

Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to total direct costs allocated to each project area, as outlined in note 5 of the accounts.

Irrecoverable VAT is charged against the category of expenditure for which it was incurred.

g) Tangible fixed assets and depreciation

All assets costing more than £500 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their residual value, over their useful life, on the following basis:

Computer equipment 3 years

h) Cash at bank and in hand

Cash at bank and in hand includes cash in hand, deposits with banks and funds that are readily convertible into cash at, or close to, their carrying values, but are not held for investment purposes.

i) Debtors and prepayments

Trade and other debtors are recognised at the settlement amount after any trade discount is applied. Prepayments are valued at the amount prepaid net of any trade discounts due.

j) Creditors and accruals

Creditors are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably.

k) Financial instruments

Basic financial instruments are measured at amortised cost other than investments which are measured at fair value.

l) Critical estimates and judgements

In preparing the accounts it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the accounts. The annual depreciation charge for tangible fixed assets is sensitive to changes in useful economic lives and residual values of assets. In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the accounts nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial period.

m) Pensions

The Charity operates a defined contribution pension scheme which is administered by an external independent pension provider. Contributions are recognised in the Statement of Financial Activities as they fall due.

CRIMINAL JUSTICE ALLIANCE

Notes to the accounts

for the year ended 31 March 2025

2. Income from donations and legacies

	Unrestricted Funds Year ended 31 March 2025 £	Restricted Funds Year ended 31 March 2025 £	Total Funds Year ended 31 March 2025 £
Grants			
AB Charitable Trust	55,000	-	55,000
Barrow Cadbury Trust	-	79,500	79,500
The Legal Education Foundation	17,500	-	17,500
Pocressi Initiative	-	5,050	5,050
Porticus UK	-	90,000	90,000
The Churchill Fellowship	-	16,143	16,143
Trust for London	-	43,857	43,857
	72,500	234,550	307,050
Donations & Other Income	5,729	-	5,729
Total	78,229	234,550	312,779

	Unrestricted Funds Year ended 31 March 2024 £	Restricted Funds Year ended 31 March 2024 £	Total Funds Year ended 31 March 2024 £
Grants			
AB Charitable Trust	44,000	-	44,000
Barrow Cadbury Trust	-	59,999	59,999
Barrow Cadbury Trust (CJA Awards)	-	10,000	10,000
Lloyds Bank Foundation	-	51,528	51,528
Lloyds Bank Foundation (ELEVATE CJS)	-	45,581	45,581
Network for Social Change	-	8,039	8,039
Pocressi Initiative	-	14,950	14,950
Porticus UK (Positive Pathways from Prison)	30,000	-	30,000
Porticus UK	-	75,000	75,000
Quintin Hogg Trust	-	21,084	21,084
The Churchill Fellowship	-	13,857	13,857
Trust for London	-	41,643	41,643
	74,000	341,681	415,681
Donations & Other Income	644	-	644
Total	74,644	341,681	416,325

CRIMINAL JUSTICE ALLIANCE
Notes to the accounts
for the year ended 31 March 2025

3. Income from charitable activities

	Unrestricted Funds Year ended 31 March 2025 £	Restricted Funds Year ended 31 March 2025 £	Total Funds Year ended 31 March 2025 £
Membership subscriptions	14,778	-	14,778
	14,778	-	14,778

	Unrestricted Funds Year ended 31 March 2024 £	Restricted Funds Year ended 31 March 2024 £	Total Funds Year ended 31 March 2024 £
Membership subscriptions	17,580	-	17,580
	17,580	-	17,580

CRIMINAL JUSTICE ALLIANCE

Notes to the accounts

for the year ended 31 March 2025

4. Total expenditure

	Direct staff costs Year ended 31 March 2025 £	Direct other costs Year ended 31 March 2025 £	Indirect costs Year ended 31 March 2025 £	Total costs Year ended 31 March 2025 £
Raising funds	32,724	-	8,195	40,919
Charitable activities:				
Policy & Programmes	66,266	2,560	17,286	86,112
CJA Awards	-	-	-	-
ELEVATE CJS	61,322	48,925	27,721	137,968
Membership support	42,937	-	10,820	53,757
Charitable activities	170,525	51,485	55,827	277,837
Total	203,249	51,485	64,022	318,756

	Direct staff costs Year ended 31 March 2024 £	Direct other costs Year ended 31 March 2024 £	Indirect costs Year ended 31 March 2024 £	Total costs Year ended 31 March 2024 £
Raising funds	43,778	-	21,348	65,126
Charitable activities:				
Policy & Programmes	99,475	7,003	59,063	165,541
CJA Awards	2,198	-	1,082	3,280
ELEVATE CJS	93,156	47,429	61,140	201,725
Membership support	24,643	-	12,066	36,709
Charitable activities	219,472	54,432	133,351	407,255
Total	263,250	54,432	154,699	472,381

An analysis of expenditure on raising funds can be found in note 5. An analysis of expenditure on charitable activities can be found in note 6.

An analysis of staff costs can be found in note 7. Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to total direct costs allocated to each project area.

Indirect costs

	Total costs Year ended 31 March 2025 £	Total costs Year ended 31 March 2024 £
Indirect staff costs	29,845	65,987
Other people costs	2,442	4,929
Professional services	15,592	42,154
Premises and administration	8,713	26,637
Governance	7,430	14,992
	64,022	154,699

CRIMINAL JUSTICE ALLIANCE

Notes to the accounts

for the year ended 31 March 2025

Governance costs comprise the following expenses:

	Total costs Year ended 31 March 2025 £	Total costs Year ended 31 March 2024 £
Statutory accounts production	2,911	4,596
Independent examination	2,892	3,600
Trustee recruitment & training	1,627	1,790
Other	-	5,006
	7,430	14,992

5. Expenditure on raising funds:

	Unrestricted Funds Year ended 31 March 2025 £	Restricted Funds Year ended 31 March 2025 £	Total Funds Year ended 31 March 2025 £
Direct staff costs	-	32,724	32,724
Direct other costs	-	-	-
Indirect costs	2,808	5,387	8,195
Total	2,808	38,111	40,919

	Unrestricted Funds Year ended 31 March 2024 £	Restricted Funds Year ended 31 March 2024 £	Total Funds Year ended 31 March 2024 £
Direct staff costs	25,358	18,420	43,778
Direct other costs	-	-	-
Indirect costs	5,055	16,293	21,348
Total	30,413	34,713	65,126

CRIMINAL JUSTICE ALLIANCE
Notes to the accounts
for the year ended 31 March 2025

6. Expenditure on charitable activities:

	Unrestricted Funds Year ended 31 March 2025 £	Restricted Funds Year ended 31 March 2025 £	Total Funds Year ended 31 March 2025 £
Policy & Programmes			
Direct staff costs	-	66,266	66,266
Direct other costs	-	2,560	2,560
Indirect costs	5,922	11,364	17,286
	5,922	80,190	86,112
CJA Awards			
Direct staff costs	-	-	-
Direct other costs	-	-	-
Indirect costs	-	-	-
	-	-	-
Membership support			
Direct staff costs	42,937	-	42,937
Direct other costs	-	-	-
Indirect costs	10,820	-	10,820
	53,757	-	53,757
ELEVATE CJS			
Direct staff costs	-	61,322	61,322
Direct other costs	-	48,925	48,925
Indirect costs	-	27,721	27,721
	-	137,968	137,968
Total	59,679	218,158	277,837

	Unrestricted Funds Year ended 31 March 2024 £	Restricted Funds Year ended 31 March 2024 £	Total Funds Year ended 31 March 2024 £
Policy & Programmes			
Direct staff costs	50,716	48,759	99,475
Direct other costs	-	7,003	7,003
Indirect costs	19,511	39,552	59,063
	70,227	95,314	165,541
CJA Awards			
Direct staff costs	-	2,198	2,198
Direct other costs	-	-	-
Indirect costs	-	1,082	1,082
	-	3,280	3,280
Membership support			
Direct staff costs	24,643	-	24,643
Direct other costs	-	-	-
Indirect costs	12,066	-	12,066
	36,709	-	36,709
ELEVATE CJS			
Direct staff costs	-	93,156	93,156
Direct other costs	-	47,429	47,429
Indirect costs	-	61,140	61,140
	-	201,725	201,725
Total	106,936	300,319	407,255

CRIMINAL JUSTICE ALLIANCE

Notes to the accounts

for the year ended 31 March 2025

7. Staff costs

	Total Costs Year ended 31 March 2025 £	Total Costs Year ended 31 March 2024 £
Gross salaries	202,035	288,641
Employers NIC	16,918	23,558
Employers pension	14,142	17,038
	233,095	329,237

The average headcount during the year was 5 persons (2024: 6 persons).

The total employee emoluments paid to key management personnel during the year was £85,842 (2024: £142,182).

One employee received employee emoluments during the year between £70,000 and £79,999 (2024: One employee).

No employee received employee emoluments during the year between £60,000 and £69,999 (2024: One employee)

8. Tangible Fixed Assets

	Computer Equipment £	Year ended 31 March 2025 £
Cost		
At 1 April 2024	729	729
Additions in the year	-	-
At 31 March 2025	729	729
Accumulated depreciation		
At 1 April 2024	729	729
Charge for the year	-	-
At 31 March 2025	729	729
Net book value		
At 1 April 2024	-	-
At 31 March 2025	-	-

9. Debtors & prepayments

	Total Year ended 31 March 2025 £	Total Year ended 31 March 2024 £
Trade debtors	26,400	120,392
Prepayments	2,242	2,449
Rent & Other debtors	19	4,838
	28,661	127,679

CRIMINAL JUSTICE ALLIANCE**Notes to the accounts****for the year ended 31 March 2025****10. Creditors - amounts falling due within one year**

	Total Year ended 31 March 2025 £	Total Year ended 31 March 2024 £
Trade creditors	2,848	16,750
Accruals	7,470	8,600
Deferred income	42,555	155,050
HMRC	5,395	6,183
Pension liability	1,702	1,938
	59,970	188,521

Deferred income consists of grant income received in the current financial year for activities happening in the next and is broken down as follows:

Deferred income

	Total Year ended 31 March 2025 £	Total Year ended 31 March 2024 £
Brought forward	155,050	170,603
Cash received in the year	194,555	394,447
Released to income in year	(307,050)	(410,000)
Carried forward	42,555	155,050

CRIMINAL JUSTICE ALLIANCE

Notes to the accounts

for the year ended 31 March 2025

11. Analysis of charity funds - current year

	Balance brought forward	Income for the period	Expenditure for the period	Transfers between funds	Balance carried forward
	Year Ended 01 April 2024 £	Year Ended 31 March 2025 £	Year Ended 31 March 2025 £	Year Ended 31 March 2025 £	Year Ended 31 March 2025 £
Unrestricted Funds					
General Fund	137,615	105,743	(62,487)	-	180,871
Unrestricted Funds	137,615	105,743	(62,487)	-	180,871
Restricted Funds					
Barrow Cadbury Trust	2,261	79,500	(81,761)	-	-
Barrow Cadbury Trust (CJA Awards)	138		(138)	-	-
Lloyds Bank Foundation	2,250		(2,250)	-	-
Lloyds Bank Foundation (ELEVATE CJS)	6,577		(6,577)	-	-
Pocressi Initiative	11,250	5,050	(16,300)	-	-
Porticus UK	-	90,000	(89,366)	-	634
Quintin Hogg Trust	327		(327)	-	-
The Churchill Fellowship	(1,587)	16,143	(14,556)	-	-
Trust for London	1,137	43,857	(44,994)	-	-
Restricted Funds	22,353	234,550	(256,269)	-	634
Total Funds	159,968	340,293	(318,756)	-	181,505

Analysis of charity funds - previous year

	Balance brought forward	Income for the period	Expenditure for the period	Transfers between funds	Balance carried forward
	Year Ended 01 April 2023 £	Year Ended 31 March 2024 £	Year Ended 31 March 2024 £	Year Ended 31 March 2024 £	Year Ended 31 March 2024 £
Unrestricted Funds					
General Fund	174,182	100,782	(137,349)	-	137,615
Unrestricted Funds	174,182	100,782	(137,349)	-	137,615
Restricted Funds					
Barrow Cadbury Trust	-	59,999	(57,738)	-	2,261
Barrow Cadbury Trust (CJA Awards)	-	10,000	(9,862)	-	138
Lloyds Bank Foundation	2,250	51,528	(51,528)	-	2,250
Lloyds Bank Foundation (ELEVATE CJS)	6,577	45,581	(45,581)	-	6,577
Network for Social Change	-	8,039	(8,039)	-	-
Pocressi Initiative	5,400	14,950	(9,100)	-	11,250
Porticus UK	-	75,000	(75,000)	-	-
Quintin Hogg Trust	-	21,084	(20,757)	-	327
The Churchill Fellowship	-	13,857	(15,444)	-	(1,587)
Trust for London	1,477	41,643	(41,983)	-	1,137
Restricted Funds	15,704	341,681	(335,032)	-	22,353
Total Funds	189,886	442,463	(472,381)	-	159,968

Barrow Cadbury Trust

A three year grant to support removing the barriers to systemic change in the criminal justice system.

Barrow Cadbury Trust (CJA Awards)

Support towards the annual Criminal Justice Alliance Awards and Awards alumni engagement.

Lloyds Bank Foundation

A two-year grant, with a one-year extension, as part of the Lloyds Bank Foundation Criminal Justice National Programme with a focus on restorative justice and restorative practices; supporting young adult and Black, Asian and minority ethnic victims of crime and reparative community sentences.

Lloyds Bank Foundation (ELEVATE CJS)

A two-year grant from Lloyds Bank Foundation for the ELEVATE CJS lived experience pilot leadership programme which commenced in April 2023.

Network for Social Change

A one-off grant to support the delivery of the ELEVATE CJS lived experience pilot programme.

Bernard Lewis Family Charitable Trust via The Pocressi Initiative (TPI)

A three-year grant to support the delivery and of the ELEVATE CJS lived experience pilot leadership programme.

Quintin Hogg Trust

A grant to support the CJA's inaugural annual research symposium and the delivery of the ELEVATE CJS lived experience pilot leadership programme.

Trust for London

A two-year grant to support the delivery and evaluation of the ELEVATE CJS lived experience pilot leadership programme which commenced in April 2023.

CRIMINAL JUSTICE ALLIANCE
Notes to the accounts
for the year ended 31 March 2025

12. Analysis of net assets

	Unrestricted Funds Year ended 31 March 2025 £	Restricted Funds Year ended 31 March 2025 £	Total Funds Year ended 31 March 2025 £
Current assets	232,523	8,952	241,475
Current liabilities	(51,652)	(8,318)	(59,970)
	180,871	634	181,505

	Unrestricted Funds Year ended 31 March 2024 £	Restricted Funds Year ended 31 March 2024 £	Total Funds Year ended 31 March 2024 £
Current assets	210,512	137,977	348,489
Current liabilities	(72,897)	(115,624)	(188,521)
	137,615	22,353	159,968

13. Trustee remuneration

During the year, no Trustee received any remuneration (2024:£Nil). No Trustees received any reimbursement of expense for travel to meetings (2024: £143).

14. Related party transactions

During the year there were no related party transactions (2024: £Nil).

Accounts

Criminal Justice Alliance

Annual Report and Financial Statements

Year ended 31 March 2024

Charity number 1143038

Company
number 06331413



CONTENTS

Chair's introduction	3
Information	4
Trustees' report incorporating Director's report)	5-10
Independent Examiner's report	11
Statement of financial activities	12
Balance sheet	13
Note to the Financial Statements	14-25

INTRODUCTION

We are pleased to present this Criminal Justice Alliance (CJA) Trustees Report which highlights the organisation's key activities and achievements in 2023-2024.

Last year was an exciting year of transition and growth for the CJA. We continued to work with our members to effect systemic change in the criminal justice system in line with our 2022-2027 strategy: Reimagine, redesign, rebuild.

With a new government in place, there is now a critical opportunity to reimagine and reform our criminal justice system. The systemic challenges we face require a unified approach where the voluntary and community sectors, alongside people directly impacted by the justice system, are actively engaged in solution-focused policy decision making. This collaborative effort is essential to build a fairer, more effective, and values-driven criminal justice system that truly serves all members of our society. The CJA will continue to represent our members as a collective voice and present evidence-led reference points for the government to shift our justice system towards one that builds trust, priorities prevention and rehabilitation over punitive measures.

On behalf of all the Board, I want to thank our Kevin Wong and Carol Hodson, who stepped down as Chair and Treasurer respectively, after six years on the Board; and Nick Linfoot who undertook the Interim Chair role. Huge acknowledgement also to Rod Morgan, for his expertise and wisdom over the last five years- we wish him all the best in his retirement. My personal and special thanks to Coralyn Burge, Vice-Chair, for her guidance and wisdom throughout the year.

We also welcomed three new Trustees, Jason Grant, who chairs the ELEVATE CJS lived experience advisory group, Alex Stevens and Tom McNeil.

The Board of Trustees also thank Nina Champion, who stepped down as Director in September 2023. Trustees were delighted to appoint Annette So as Director of the CJA to lead the organisation into its next phase.

Finally, I am grateful to our members for their contributions and our funders, staff, volunteers and fellow Trustees for their continued support and commitment to building a fairer and more effective criminal justice system.

I am proud to have joined the CJA at this exciting juncture, and I look forward to supporting and further strengthening the work of the CJA.

Gemma Birkett
Chair, Board of Trustees

INFORMATION

Trustees

Chair	Kevin Wong (resigned 30 September 2023) Nicholas Linfoot (appointed Interim Chair 1 October 2023; resigned 28 July 2024) Gemma Birkett (appointed 29 July 2024)	
Vice Chair	Coralyn Burge	
Treasurer	Carol Hodson (resigned 23 January 2024) Stuart deBoos (appointed 1 July 2023 as Trustee and 23 January 2024 as Interim Treasurer)	
Other Trustees	Rachel Allan Nicholas Evans Jason Grant-Rowles (appointed 1 September 2023) Frances Lang (appointed 1 July 2023) Thomas McNeil (appointed 29 July 2024) Rodney Morgan (resigned 30 July 2024) Lucie Russell (resigned 11 December 2023) Alex Stevens (appointed 1 September 2023)	
Director	Nina Champion (resigned 30 September 2023) Annette So (appointed Interim Director 1 April 2024)	
Charity number	1143038	

Company number 06331413

Registered Office & Business Address	CH2.26 Chester House Kennington Park, 1-3 Brixton Road London SW9 6DE	(From 1 August 2024) 88 Old Street EC1V 9HU
---	---	---

Bankers	Co-operative Bank plc Blaise Pascal House 100 Pavilion Drive Brackmills Northampton NN4 7WZ	CAF Deposit Platform Flagstone Investment Management Limited 1 st Floor, Clareville House 26-27 Oxendon Street, London SW1Y 4EL
----------------	---	---

Independent Examiner	Counterculture Partnership LLP Bank Chambers, Main Street Hawes, North Yorkshire DL8 3QL
-----------------------------	---

TRUSTEES' ANNUAL REPORT

Trustees present their report and Financial Statements for the year ended 31 March 2024. The Criminal Justice Alliance (CJA) is a company limited by guarantee incorporated in August 2007. In July 2011 it became a registered charity.

Objectives

The principal aims of the CJA are to promote the reduction and prevention of crime, the rehabilitation and the welfare of people with convictions and, so far as it is exclusively charitable, their families and dependants. The charity promotes or assists in the promotion of the sound administration of the criminal justice system.

The Trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

The CJA is a network of member organisations and individual academics working across the criminal justice system in England and Wales, including crime prevention, policing, prisons, probation and victim services. Members include individual academics and researchers, charities, professional associations, think tanks and research bodies, all committed to achieving a fair and effective criminal justice system in accordance with our charitable objectives. At the end of the reporting year, we had 211 members (including seven associate members). Our academic membership, introduced in 2023, continues to grow from strength to strength, with 22 academic members as of the last financial year. A full list of current members can be found on our website: <https://www.criminaljusticealliance.org.uk>.

Principal activities of the year

1. Articulating a shared vision for change - a Safe, Smart, Person-Centred, Restorative and Trusted criminal justice system

Influencing through our super-complaint

In December 2023, after nearly two and a half years, His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), in partnership with the Independent Office of Police Conduct (IOPC) and College of Policing (CoP) concluded their investigation and published their response to our super-complaint on section 60 suspicion-less stop and search powers. The report shed light on policing's deeply concerning failure to adhere comprehensively to legal, best practice, and training frameworks endorsed by key authorities. Forces are falling short in providing section 60 training, and some forces lack any classroom training on stop and search altogether.

The report also confirmed a disproportionate number of stops and searches under section 60 for people from ethnic minority backgrounds, with no clear reasoning from the forces involved. Worryingly, the report deems child safeguarding during section 60 searches insufficient. Despite this, the report refrains from recommending the repeal of section 60.

The investigation yielded numerous recommendations to chief constables, the National Police Chief's Council (NPCC), the Home Office, and the Association of Police and Crime Commissioners (APCC). Six months on, their responses have now been published and we are pleased to see the recommendations accepted.

We published a detailed response to the report and conducted a social media campaign to highlight experiences of those directly impacted by section 60 stop and search powers. The issue received consideration media attention (The Guardian, The Times) and we will continue to call for its repeal of section 60 suspicion-less stop and search and for a comprehensive review of the legislation's effectiveness to be conducted.

"The lived reality of Black and brown people and the issues highlighted by the CJA must be addressed with utmost urgency. The continued use of section 60 disproportionately exposes these sections of British communities to more harm than good."

Desmond Brown, CJA Race disparity expert group member, and Director at Growing Futures CIC, a CJA member.

Influencing through co-producing consultation responses and key stakeholder engagement

We co-produced a number of policy briefings and consultation responses with our members. These covered a range of issues including restorative justice and improving victims' access to justice; police powers, specifically revisions to the Police and Criminal Evidence Act and the role of Community Scrutiny Panels in enhancing police legitimacy and transparency.

Detailed written evidence was also submitted to Select Committees, including to the House of Commons Public Bill Committee on the Victims and Prisoners Bill, and the Justice and Home Affairs Committee on community sentences.

We also called for immediate attention and action by government agencies, highlighting specific areas of concern in statements on post-release support, prison overcrowding, and the impact of vetting delays of people with lived experience of the criminal justice system. Working with CJA members, we also contributed and continue to promote the Double Disadvantage Action Plan, calling for accountability from government agencies to improve outcomes for Black, Asian, minoritised and migrant women across the criminal justice system.

Influencing through advisory groups and events

We contributed to a growing number of advisory groups across the criminal justice system, including:

- All Party Parliamentary Group on Restorative Justice and External Reference Group for the Metropolitan Police on building trust and confidence.
- His Majesty's Inspectorate of Prisons on their thematic on Black men in prison
- HMICFRS External Reference Group on race and policing
- His Majesty's Court and Tribunal Service Defendants Voice Engagement Panel
- His Majesty's Prison and Probation Service Lived Experience Engagement Network
- MoJ Female Offender Minority Ethnic Working Group
- The Victims' Commissioner Working Group on Restorative Justice

Through these groups we have been able to challenge and contribute ideas and solutions at an early stage, as policies and practical guidance are being deliberated and formulated.

2. Co-ordinating collaborative working

Building on our inaugural research symposium held in 2023, we published, in partnership with the University of Westminster, a symposium compendium encapsulating the insights and discussions from the event on the theme of a Trusted criminal justice system.

Our members meetings continue to bring different organisations, individual actors and academics across the sector together, allowing exchange of ideas and sharing of learnings and best practices.

Working in partnership with the Media Trust, we are co-producing a series of short films with our members on the criminal justice system. The films will help amplify our members' work, the roles they play in the criminal justice system, as well as the systemic change we would like to see collectively. It is anticipated that all ten short films will be available in autumn 2024.

3. Changing narratives

We produced resources for journalism students to highlight the nuances of criminal justice reporting, ensuring it is solution-focused, trauma-informed and sensitive. A short film focusing on the constructive criminal justice reporting was also produced and launched at City University, and all resources made available on our website. Further events/ workshops will also be held at journalism schools around the country in 2024-2025.

We also highlighted in the media the importance of support for people to gain employment and develop positive relationships after release from prison, including a letter in The Telegraph focusing on mothers in prison and the need for community solutions; and a Radio Five interview sharing the experiences of mothers and children separated by imprisonment and the need for greater support. We also secured coverage about the need for criminal record reform (as set out by the #FairChecks campaign) and the need for greater digital access in prisons, in the Big Issue.

4. Promoting power sharing

We continued to deliver our pilot ELEVATE lived experience leadership programme. The first cohort programme was completed in December 2023. Participants took part in a year-long programme with weekly online workshops and monthly in-person sessions, alongside coaching and supervision. Participants also completed senior-level work and shadow Board placements, and a research project on social change.

"I have grown a lot professionally and personally. I attribute this wholly to ELEVATE".

"The last year has been an eventful one, I have taken the plunge and aimed to upskill myself internally by taking on responsibilities strategically to build my knowledge and skill in aspects of senior management where I felt less confident. I have asked to be a Trustee in several charities with the aim of building the skillset for myself in relation to Trustee governance so should I want and the position is fitting, I am prepared to apply for either CEO roles or senior management roles."

ELEVATE CJS Leaders, 2023

5. Tackling racial inequality

Further to the publication of our toolkit *Tackling Race Inequality* in 2023, we held a number of workshops with CJA members, including a regional event in Bristol, utilising the toolkit to support civil society organisations in challenging racially discriminatory criminal justice policies. We also conducted training workshops with the MoJ and Home Office on improving adherence to the Public Sector Equality Duty and Equality Impact Assessments; and delivered sessions to the NPCC and APCC on how PCCs and constabularies can reduce race disparities across policing.

We published a report on workforce diversity, *Beyond a Numbers Game*. The report explores ways to improve recruitment, retention and progression of racially minoritised staff across the criminal justice system. Building on this report, we are working with the New Futures Network to explore how we can support them with improving employment outcomes for Black, Muslim and minority ethnic prison leavers.

6. Key organisational changes

In September 2023, Nina Champion stepped down as Director and the Board of Trustees appointed Annette So, as Interim Director (1 October 2023 to 31 March 2024) and formally as Director, effective 1 April 2024.

An advisory group to the Board has been formed to support the Board of Trustees. Advisors include former Trustees who hold particular skills, knowledge and networks that may add value to the CJA. They are not Trustees and do not attend Board meetings. Advice is provided in a voluntary capacity.

7. Future workplans

The recent change in government administration presents an opportune time for the criminal justice sector to engage with the incoming government to shape policy reform. In July 2024, we published *Time for Change*, a comprehensive report drawing on CJA members views on the key issues facing the criminal justice system, and the individuals and communities who use their services. The report provides a summary of specific policy proposals that our members have put forward, and some cross-cutting themes at the heart of the challenges and choices now facing the newly elected government. Building on the findings of the report, we will continue to advocate for evidence-led policy changes in the criminal justice system, focusing on areas that our members have highlighted- services for women and girls, prison and probation conditions, victim services and restorative justice, addressing institutional racism, engagement of people of lived experience and the role of academia in policy reform.

We will launch new networks within our membership, including Connections Club and Communications Network, convening and providing opportunities for the CJA members and the sector to share learnings and build on the eco-system to promote a fair and effective criminal justice system.

Drawing on the learnings from our first-year pilot lived experience leadership programme, we will continue to deliver ELEVATE CJS 2024 and to explore scaling up the programme nationally, forming strong foundations for future lived experience leaders in the different sectors. A new component will be introduced in the programme, 'ELEVATE CJS in the Community'- a project to identify gaps in leadership opportunities for individuals with lived experience of the CJS who are active within the local community. The pilot will follow the ABCD (Asset Based Community Development) model in its approach to community leadership, mobilising and impacting the community.

We will also seek to hold a number of public events to raise awareness of criminal justice issues and the journeys of those directly impacted by the criminal justice system, including Yellow Ribbon Run, an initiative started in Singapore and adapted in the Czech Republic- aimed at promoting 'second chances' and raising awareness of the barriers faced by those who are or were incarcerated.

Funders and Supporters

We are hugely grateful to our funders, AB Charitable Trust, Barrow Cadbury Trust, The Churchill Fellowship, Lloyds Bank Foundation, Network for Social Change, Pocressi Initiative, Porticus UK, Quintin Hogg Trust and Trust for London for their support during the year. To our individual donors, we are extremely grateful for your generosity which allows us to carry on our work.

Governance and Management

The charity is governed by a Board of Trustees. Trustees are elected at the Annual General Meeting or appointed between meetings by co-option. Trustees delegate day-to-day running of the charity to the Director and Deputy Director who report on operational performance through the Chair and financial performance through the Treasurer to the Board. Financial and fundraising reports are considered at each Board meeting. A Risk Register and RAG rating noting progress against the CJA business plan are also regularly considered by Trustees.

The Board currently has two permanent sub-committees:

- Finance and Resources Committee
- Policy and Communications Committee

All sub-committees operate under terms of references approved by the Board. Trustees have also played a role in recruitment, chairing members meetings and providing final peer reviews for CJA publications.

Financial Review

The results for the year ended 31 March 2024 are set out in the attached Financial Statements. Total incoming resources for the year were £442,463 (2023: £441,662). Expenditure for the year was £472,381 (2023: £451,333). The deficit for the year was thus £29,918 (2023 deficit: £9,671). The Fund balances carried forward at 31 March 2024 totalled £159,968 (2023: £189,886) of which £137,615 were unrestricted as to use (2023: £174,183)

Reserves Policy

The Trustees review the CJA's reserves policy annually. Considering the liabilities and costs associated with a reduction in the level of the charity's activities that might be caused by a reduction in funding, the Trustees have resolved that we should hold unrestricted reserves sufficient to cover not less than four months' anticipated expenditure and aim to increase unrestricted reserves to six months in due course.

Trustees' responsibilities

Trustees are responsible for preparing the Annual Report and the Financial Statements in accordance with applicable law and United Kingdom generally accepted accounting practice.

Company and charity law applicable to charities in England and Wales requires the Trustees to prepare Financial Statements for each financial year which give a true and fair view of the state of affairs of the Company and of the surplus or deficit for the period. In preparing those Financial Statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Statement of Recommended Practice 'Accounting and Reporting by Charities' (the Charities' SORP);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures being disclosed and explained in the Financial Statements; and
- prepare the Financial Statements on a going concern basis (unless it is inappropriate to presume that the charity will continue in operation).

Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Company and which enable them to ensure that the Financial Statements comply with the Companies Act 2006 and the Charities Act 2011. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the detection and prevention of fraud and other irregularities.

Preparation of the Report

This report has been prepared in accordance with the charity's governing document, the Charities Act 2011 and recommendations contained in the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities published on 16 July 2014 (FRS 102).

This report was approved by the Board on 25 September 2024 and signed on its behalf by:



.....
Gemma Birkett (Chair)



.....
Stuart deBoos (Trustee)

Independent Examiner's report to the Board of Trustees of the Criminal Justice Alliance

I report to the Trustees on my examination of the accounts of Criminal Justice Alliance (charity number 1143038, Company number 06331413) for the year ended 31 March 2024 which are set out on pages 15 to 29.

Respective responsibilities of Trustees and Independent Examiner

The Trustees (who are also the Directors of the Company for the purposes of Company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act'). The Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 ('the 2011 Act') nor under Part 16 of the 2006 Act, and that an independent examination is needed.

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general directions given by the Charity Commission under section 145(5)(b) of the Charities Act; and,
- to state whether particular matters have come to my attention.

This report, including my statement, has been prepared for and only for the Charity's Trustees as a body. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body for my examination work, for this report, or for the statements I have made.

Basis of Independent Examiner's statement

My examination was carried out in accordance with general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the Trustees concerning any such matters.

The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent Examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination by virtue of being a Fellow Member of the Association of Charity Independent Examiners, which is one of the listed bodies.

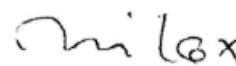
I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or,
- the accounts do not accord with those records; or,
- the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or,
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Dated: 21 October 2024

Signed:



Tom Wilcox

Statement of Financial Activities

Incorporating the Income & Expenditure Account and the Statement of Recognised Gains & Losses

For the year ended 31 March 2024

	Notes	Unrestricted Funds Year ended 31 March 2024	Restricted Funds Year ended 31 March 2024	Total Funds Year ended 31 March 2024	Total Funds Year ended 31 March 2023
		£	£	£	£
Income from					
Donations & legacies	2	74,644	341,681	416,325	423,922
Charitable activities	3	17,580	-	17,580	17,599
Investments		8,558	-	8,558	141
Total income		100,782	341,681	442,463	441,662
Expenditure on		£	£	£	£
Raising funds	4 & 5	30,413	34,713	65,126	55,112
Charitable activities					
Policy work	4 & 6	70,227	95,314	165,541	211,526
CJA Awards	4 & 6	-	3,280	3,280	40,950
Membership support	4 & 6	36,709	-	36,709	40,660
ELEVATE CJS	4 & 6	-	201,725	201,725	103,085
Charitable activities		106,936	300,319	407,255	396,221
Total expenditure		137,349	335,032	472,381	451,333
<i>Net (expenditure)/ income</i>		(36,567)	6,649	(29,918)	(9,671)
Transfers between funds	11	-	-	-	-
Net movement in funds		(36,567)	6,649	(29,918)	(9,671)
Reconciliation of funds					
Total funds brought forward	11 & 12	174,182	15,704	189,886	199,557
Total funds carried forward	11 & 12	137,615	22,353	159,968	189,886

The notes on pages 14 to 25 form part of the Financial Statements.

Income from investments was unrestricted in both the current and prior periods.

Balance Sheet

As at 31 March 2024

		Total Funds Year ended 31 March 2024		Total Funds Year ended 31 March 2023	
		£	£	£	£
Fixed assets	8		-		433
Current assets					
Debtors & prepayment:	9	127,679		58,228	
Cash at bank & in hand		220,810		319,700	
		<u>348,489</u>		<u>377,928</u>	
Liabilities					
Creditors : amounts falling due within one year	10	(188,521)		(188,475)	
Net current assets/(liabilities)			159,968		189,453
Net assets/(liabilities)			<u>159,968</u>		<u>189,886</u>
		£	£	£	£
Charity funds					
Restricted funds	11 & 12		22,353		15,703
Unrestricted funds					
General fund	11 & 12		137,615		174,183
Total charity funds			<u>159,968</u>		<u>189,886</u>

The notes on pages 14 to 25 form part of the Financial Statements.

The Financial Statements have been prepared in accordance with section 415A of the Companies Act 2006 relating to small companies and FRS 102 Section 1A.

The charitable Company is entitled to exemption from audit under section 477 of the Companies Act 2006 for the year ended 31 March 2024, and the members have not required the charitable Company to obtain an audit of its Financial Statements for the year ended 31 March 2024 under section 476 of the Companies Act 2006.

The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of the accounts.

They were approved and authorised for issue by the Board of Trustees on 25 September 2025 and signed on their behalf by



Gemma Birkett
Chair

Notes to Financial Statements

1. Accounting policies

Basis of preparation of the financial statements

The Financial Statements have been prepared in accordance with 'Charities SORP (FRS 102)- Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The effect of any event relating to the year ended 31 March 2023, which occurred before the date of approval of the financial statements by the Board of Trustees, has been included in the financial statements to the extent required to show a true and fair view of the state of affairs at 31 March 2023 and the results for the year ended on that date.

Under the exemption available to smaller charities the Board of Trustees has chosen not to include a Statement of Cash Flows within the financial statements.

The functional currency of the Charity is sterling and amounts in the financial statements are rounded to the nearest pound.

Going concern

The financial statements have been prepared on the going concern basis as the Board of Trustees is confident that future reserves and future income is more than sufficient to meet current commitments. There are no material uncertainties that impact this assessment.

Legal status

The Criminal Justice Alliance is a charitable company registered in England & Wales and meets the definition of a public benefit entity. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member. The registered address is 88 Old Street, EC1V 9HU.

Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or that have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in note 11 of the financial statements.

Income

Income is recognised when the Charity has entitlement to the funds, any performance indicators attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations are recognised in full in the Statement of Financial Activities when entitled, receipt is probable and when the amount can be quantified with reasonable accuracy. Gift aid receivable is included when claimable.

Grant income is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless the grant relates to a future period, in which case it is deferred.

Membership income is credited to the Statement of Financial Activities when received or receivable, whichever is earlier, and is recognised in full at this point as opposed to deferred across the membership period.

Other income from charitable activities is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless it relates to a specific future period or event, in which case it is deferred.

Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities.

Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to total direct costs allocated to each project area, as outlined in note 5 of the financial statements.

Irrecoverable VAT is charged against the category of expenditure for which it was incurred.

Tangible fixed assets and depreciation

All assets costing more than £500 are capitalised. Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their residual value, over their useful life, on the following basis:

Computer equipment	3 years
--------------------	---------

Cash at bank and in hand

Cash at bank and in hand includes cash in hand, deposits with banks and funds that are readily convertible into cash at, or close to, their carrying values, but are not held for investment purposes.

Debtors and prepayments

Trade and other debtors are recognised at the settlement amount after any trade discount is applied. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and accruals

Creditors are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably.

Financial instruments

Basic financial instruments are measured at amortized cost other than investments which are measured at fair value.

Critical estimates and judgements

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The annual depreciation charge for tangible fixed assets is sensitive to changes in useful economic lives and residual values of assets. In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial period.

Pensions

The Charity operates a defined contribution pension scheme which is administered by an external independent pension provider. Contributions are recognised in the Statement of Financial Activities as they fall due.

2. Income from donations and legacies

	Unrestricted Funds Year ended 31 March 2024 £	Restricted Funds Year ended 31 March 2024 £	Total Funds Year ended 31 March 2024 £
Grants			
AB Charitable Trust	44,000	-	44,000
Barrow Cadbury Trust	-	59,999	59,999
Barrow Cadbury Trust (CJA Awards)	-	10,000	10,000
Lloyds Bank Foundation	-	51,528	51,528
Lloyds Bank Foundation (ELEVATE CJS)	-	45,581	45,581
Network for Social Change	-	8,039	8,039
Pocressi Initiative	-	14,950	14,950
Porticus UK (Positive Pathways from Prison)	30,000	-	30,000
Porticus UK	-	59,250	59,250
Porticus UK (ELEVATE CJS)	-	15,750	15,750
Quintin Hogg Trust	-	21,084	21,084
The Churchill Fellowship	-	13,857	13,857
Trust for London (ELEVATE CJS)	-	41,643	41,643
	74,000	341,681	415,681
Donations	644	-	644
Total	74,644	341,681	416,325
	Unrestricted Funds Year ended 31 March 2023 £	Restricted Funds Year ended 31 March 2023 £	Total Funds Year ended 31 March 2023 £
Grants			
AB Charitable Trust	40,000	-	40,000
Baring Foundation	-	52,000	52,000
Barrow Cadbury Trust	-	40,000	40,000
Barrow Cadbury Trust (CJA Awards)	-	10,000	10,000
Erasmus Plus	-	2,443	2,443
Esmee Fairbairn Foundation	14,583	-	14,583
Frameworks	-	3,000	3,000
Lloyds Bank Foundation	-	51,706	51,706
Lloyds Bank Foundation (ELEVATE CJS)	-	21,923	21,923
Pocressi Initiative	-	10,000	10,000
Porticus - Positive Pathways	39,993	-	39,993
Porticus UK	30,670	-	30,670
Quintin Hogg	-	2,840	2,840
Reed Smith LLP	-	3,000	3,000
The Hadley Trust	50,000	-	50,000
Trust for London (ELEVATE CJS)	-	50,000	50,000
	175,246	246,912	422,158
Donations	1,764	-	1,764
Total	177,010	246,912	423,922

3. Income from charitable activities

	Unrestricted Funds Year ended 31 March 2024 £	Restricted Funds Year ended 31 March 2024 £	Total Funds Year ended 31 March 2024 £
Membership subscriptions	17,580	-	17,580
	17,580	-	17,580

	Unrestricted Funds Year ended 31 March 2023 £	Restricted Funds Year ended 31 March 2023 £	Total Funds Year ended 31 March 2023 £
Membership subscriptions	17,599	-	17,599
	17,599	-	17,599

4. Total expenditure

	Direct staff costs Year ended 31 March 2024 £	Direct other costs Year ended 31 March 2024 £	Indirect costs Year ended 31 March 2024 £	Total costs Year ended 31 March 2024 £
Raising funds	43,778	-	21,348	65,126
Charitable activities:				
Policy & Programmes	99,475	7,003	59,063	165,541
CJA Awards	2,198	-	1,082	3,280
ELEVATE CJS	93,156	47,429	61,140	201,725
Membership support	24,643	-	12,066	36,709
Charitable activities	219,472	54,432	133,351	407,255
Total	263,250	54,432	154,699	472,381

	Direct staff costs Year ended 31 March 2023 £	Direct other costs Year ended 31 March 2023 £	Indirect costs Year ended 31 March 2023 £	Total costs Year ended 31 March 2023 £
Raising funds	40,785	-	14,327	55,112
Charitable activities:				
Policy & Programmes	116,340	33,054	62,132	211,526
CJA Awards	7,199	22,860	10,891	40,950
ELEVATE CJS	45,998	27,124	29,963	103,085
Membership support	29,829	86	10,745	40,660
Charitable activities	199,366	83,124	113,731	396,221
Total	240,151	83,124	128,058	451,333

An analysis of expenditure on raising funds can be found in note 5. An analysis of expenditure on charitable activities can be found in note 6.

An analysis of staff costs can be found in note 7. Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to total direct costs allocated to each project area.

	Total costs Year ended 31 March 2024 £	Total costs Year ended 31 March 2023 £
Indirect staff costs	65,987	53,415
Other people costs	4,929	8,671
Professional services	42,154	16,358
Premises and administration	26,637	38,856
Governance	14,992	10,758
	154,699	128,058

Governance costs comprise the following expenses:

	Total costs Year ended 31 March 2024 £	Total costs Year ended 31 March 2023 £
Statutory accounts production	4,596	3,720
Independent examination	3,600	2,940
Trustee recruitment & training	1,790	1,397
Other	5,006	2,701
	14,992	10,758

5. Expenditure on raising funds

	Unrestricted Funds Year ended 31 March 2024 £	Restricted Funds Year ended 31 March 2024 £	Total Funds Year ended 31 March 2024 £
Direct staff costs	25,358	18,420	43,778
Direct other costs	-	-	-
Indirect costs	5,055	16,293	21,348
Total	30,413	34,713	65,126

	Unrestricted Funds Year ended 31 March 2023 £	Restricted Funds Year ended 31 March 2023 £	Total Funds Year ended 31 March 2023 £
Direct staff costs	40,785	-	40,785
Direct other costs	-	-	-
Indirect costs	14,327	-	14,327
Total	55,112	-	55,112

6. Expenditure on charitable activities

	Unrestricted Funds Year ended 31 March 2024 £	Restricted Funds Year ended 31 March 2024 £	Total Funds Year ended 31 March 2024 £
Policy & Programmes			
Direct staff costs	50,716	48,759	99,475
Direct other costs	-	7,003	7,003
Indirect costs	19,511	39,552	59,063
	<u>70,227</u>	<u>95,314</u>	<u>165,541</u>
CJA Awards	£	£	£
Direct staff costs	-	2,198	2,198
Direct other costs	-	-	-
Indirect costs	-	1,082	1,082
	<u>-</u>	<u>3,280</u>	<u>3,280</u>
Membership support	£	£	£
Direct staff costs	24,643	-	24,643
Direct other costs	-	-	-
Indirect costs	12,066	-	12,066
	<u>36,709</u>	<u>-</u>	<u>36,709</u>
ELEVATE CJS	£	£	£
Direct staff costs	-	93,156	93,156
Direct other costs	-	47,429	47,429
Indirect costs	-	61,140	61,140
	<u>-</u>	<u>201,725</u>	<u>201,725</u>
Total	<u>106,936</u>	<u>300,319</u>	<u>407,255</u>

	Unrestricted Funds Year ended 31 March 2023 £	Restricted Funds Year ended 31 March 2023 £	Total Funds Year ended 31 March 2023 £
Policy & Programmes			
Direct staff costs	16,649	99,690	116,339
Direct other costs	(322)	33,376	33,054
Indirect costs	58,984	3,149	62,133
	<u>75,311</u>	<u>136,215</u>	<u>211,526</u>
CJA Awards	£	£	£
Direct staff costs	5,610	1,589	7,199
Direct other costs	11,946	10,914	22,860
Indirect costs	10,891	-	10,891
	<u>28,447</u>	<u>12,503</u>	<u>40,950</u>
Membership support	£	£	£
Direct staff costs	12,286	17,543	29,829
Direct other costs	(15)	101	86
Indirect costs	10,745	-	10,745
	<u>23,016</u>	<u>17,644</u>	<u>40,660</u>
ELEVATE CJS	£	£	£
Direct staff costs	3,666	42,332	45,998
Direct other costs	(4,897)	32,021	27,124
Indirect costs	27,089	2,874	29,963
	<u>25,858</u>	<u>77,227</u>	<u>103,085</u>
Total	<u>152,632</u>	<u>243,589</u>	<u>396,221</u>

7. Staff costs



	Total Costs Year ended 31 March 2024 £	Total Costs Year ended 31 March 2023 £
Gross salaries	288,641	255,364
Employers NIC	23,558	22,710
Employers pension	17,038	15,492
	329,237	293,566

The average headcount during the year was 6 persons (2023: 6 persons).

One employee received employee emoluments between £70,000 and £79,999 (2023: 0 employees). One employee received employee emoluments between £60,000 and £69,999 (2023: One employee)

The total employee emoluments paid to key management personnel during the year was £142,182 (2023: £151,858).

8. Tangible fixed assets

Cost	Computer Equipment £	Year ended 31 March 2024 £
At 1 April 2023	729	729
Additions in the year	-	-
At 31 March 2024	729	729
Accumulated depreciation		
At 1 April 2023	296	296
Charge for the year	433	433
At 31 March 2024	729	729
Net book value		
At 1 April 2023	433	433
At 31 March 2024	-	-

9. Debtors and prepayments

	Total Year ended 31 March 2024 £	Total Year ended 31 March 2023 £
Trade debtors	120,392	51,545
Prepayments	2,449	5,809
Rent & IT deposit	4,838	874
	<u>127,679</u>	<u>58,228</u>

10. Creditors- amounts falling due within one year



	Total Year ended 31 March 2024 £	Total Year ended 31 March 2023 £
Trade creditors	16,750	7,317
Accruals	8,600	1,611
Deferred income	155,050	170,603
HMRC	6,183	6,785
Pension liability	1,938	2,159
	<u>188,521</u>	<u>188,475</u>

Deferred income consists of grant income received in the current financial year for activities happening in the next and is broken down as follows:



	Total Year ended 31 March 2024 £	Total Year ended 31 March 2023 £
Brought forward	170,603	216,689
Released to income in year	(410,000)	(400,875)
Deferred at year end	394,447	354,789
Carried forward	<u>155,050</u>	<u>170,603</u>

11. Analysis of charity funds

	Balance brought forward	Income for the period	Expenditure for the period	Transfers between funds	Balance carried forward
	Year Ended 01 April 2023 £	Year Ended 31 March 2024 £	Year Ended 31 March 2024 £	Year Ended 31 March 2024 £	Year Ended 31 March 2024 £
Unrestricted Funds					
General Fund	174,182	100,782	(137,349)	-	137,615
Unrestricted Funds	174,182	100,782	(137,349)	-	137,615
Restricted Funds	£	£	£	£	£
Barrow Cadbury Trust	-	59,999	(57,738)	-	2,261
Barrow Cadbury Trust (CJA Awards)	-	10,000	(9,862)	-	138
Lloyds Bank Foundation	2,250	51,528	(51,528)	-	2,250
Lloyds Bank Foundation (ELEVATE CJS)	6,577	45,581	(45,581)	-	6,577
Network for Social Change	-	8,039	(8,039)	-	-
Pocressi Initiative	5,400	14,950	(9,100)	-	11,250
Porticus UK	-	59,250	(59,250)	-	-
Porticus UK (ELEVATE CJS)	-	15,750	(15,750)	-	-
Quintin Hogg Trust	-	21,084	(20,757)	-	327
The Churchill Fellowship	-	13,857	(15,444)	-	(1,587)
Trust for London (ELEVATE CJS)	1,477	41,643	(41,983)	-	1,137
Restricted Funds	15,704	341,681	(335,032)	-	22,353
Total Funds	189,886	442,463	(472,381)	-	159,968

Barrow Cadbury Trust

A three year grant to support removing the barriers to systemic change in the criminal justice system.

Barrow Cadbury Trust (CJA Awards)

Support towards the annual Criminal Justice Alliance Awards and Awards alumni engagement.

Lloyds Bank Foundation

A three-year grant as part of the Lloyds Bank Foundation Criminal Justice National Programme with a focus on restorative justice and restorative practices; supporting young adult and Black, Asian and minority ethnic victims of crime and reparative community sentences.

Lloyds Bank Foundation (ELEVATE CJS)

A three-year grant from Lloyds Bank Foundation for the ELEVATE CJS lived experience pilot leadership programme which commenced in April 2023.

Network for Social Change

A new one-off grant to support the delivery of the ELEVATE CJS lived experience pilot programme.

Bernard Lewis Family Charitable Trust via The Pocressi Initiative (TPI)

A three-year grant to support the delivery and of the ELEVATE CJS lived experience pilot leadership programme.

Quintin Hogg Trust

A grant to support the CJA's inaugural annual research symposium and the delivery of the ELEVATE CJS lived experience pilot leadership programme.

Trust for London (ELEVATE CJS)

A two-year grant to support the delivery and evaluation of the ELEVATE CJS lived experience pilot leadership programme which commenced in April 2022.

Analysis of charity funds (con't)

	Balance brought forward	Income for the period	Expenditure for the period	Transfers between funds	Balance carried forward
	Year Ended 01 April 2022	Year Ended 31 March 2023	Year Ended 31 March 2023	Year Ended 31 March 2023	Year Ended 31 March 2023
	£	£	£	£	£
Unrestricted Funds					
General Fund	187,177	194,750	(207,745)	-	174,182
Unrestricted Funds	187,177	194,750	(207,745)	-	174,182
Restricted Funds	£	£	£	£	£
Baring Foundation	-	52,000	(52,000)	-	-
Barrow Cadbury Trust	-	40,000	(40,000)	-	-
Barrow Cadbury Trust (CJA Awards)	-	10,000	(10,000)	-	-
Erasmus Plus	5,803	2,443	(8,246)	-	-
Frameworks UK	-	3,000	(3,000)	-	-
Lloyds Bank Foundation	-	51,706	(49,456)	-	2,250
Lloyds Bank Foundation (ELEVATE CJS)	6,577	21,923	(21,923)	-	6,577
Pocressi Initiative	-	10,000	(4,600)	-	5,400
Quintin Hogg	-	2,840	(2,840)	-	-
Reed Smith LLP	-	3,000	(3,000)	-	-
Trust for London (ELEVATE CJS)	-	50,000	(48,523)	-	1,477
Restricted Funds	12,380	246,912	(243,588)	-	15,704
Total Funds	199,557	441,662	(451,333)	-	189,886

Baring Foundation

A 18-month grant as part of the Baring Foundation Strengthening Civil Society Programme Racial Justice Fund with a focus on the Public Sector Equality Duty.

Barrow Cadbury Trust

A new three year grant to support removing the barriers to systemic change in the criminal justice system.

Barrow Cadbury Trust (CJA Awards)

Support towards the annual Criminal Justice Alliance Awards.

Erasmus Plus

To support CJA participation in the Erasmus Plus Knowledge Exchange partnership on systems-change in criminal justice.

Frameworks

A single grant to support the delivery and promotion of Frameworks UK research.

Lloyds Bank Foundation

A three year grant as part of the Lloyds Bank Foundation Criminal Justice National Programme with a focus on restorative justice and restorative practices; supporting young adult and Black, Asian and minority ethnic victims of crime and reparative community sentences.

Lloyds Bank Foundation (ELEVATE CJS)

A new three year grant from Lloyds Bank Foundation for the ELEVATE CJS lived experience pilot leadership programme which commenced in April 2022.

Bernard Lewis Family Charitable Trust via The Pocressi Initiative (TPI)

A new three year grant to support the delivery and evaluation of the ELEVATE CJS lived experience pilot leadership programme.

Quintin Hogg Trust

A grant to support the CJA's inaugural annual research symposium and the delivery of the ELEVATE CJS lived experience pilot leadership programme.

Reed Smith LLP

A one-off grant to support CJA's work on tackling racial inequality.

Trust for London (ELEVATE CJS)

A new three year grant for the ELEVATE CJS lived experience pilot leadership programme which commenced in April 2022.

12. Analysis of net assets

	Unrestricted Funds Year ended 31 March 2024 £	Restricted Funds Year ended 31 March 2024 £	Total Funds Year ended 31 March 2024 £
Current assets	210,512	137,977	348,489
Current liabilities	(72,897)	(115,624)	(188,521)
	<u>137,615</u>	<u>22,353</u>	<u>159,968</u>
	Unrestricted Funds Year ended 31 March 2023 £	Restricted Funds Year ended 31 March 2023 £	Total Funds Year ended 31 March 2023 £
Fixed assets	433	-	433
Current assets	298,614	79,314	377,928
Current liabilities	(124,865)	(63,610)	(188,475)
	<u>174,182</u>	<u>15,704</u>	<u>189,886</u>

13. Trustee remuneration

During the year, no Trustee received any remuneration (2023: £Nil). One member of the Board of Trustees received £143 reimbursement of expenses for travel to meetings (2023: £Nil).

14. Related party transactions

During the year there were no related party transactions (2023: £Nil).

Accounts

Criminal Justice Alliance

Annual report and financial statements

Year ended 31 March 2023

Charity number 1143038

Company number 06331413



•

CONTENTS

Chair's introduction	3
Information	4
Trustees' report incorporating Director's report)	5-12
Independent Examiner's report	14
Statement of financial activities	15
Balance sheet	16
Note to the financial statements	17

•

INTRODUCTION

We are pleased to present this Criminal Justice Alliance (CJA) Trustees' Report which highlights the organisation's key achievements in 2022-2023. As elaborated in the pages that follow, in April 2022, we launched our first five-year strategy, Reimagine, redesign, rebuild: Driving systemic change together. The activities that we detail show how we operationalised the first year of our new strategy, working closely with our members and wider criminal justice stakeholders to address the barriers to systemic change in the criminal justice system. Our thanks go to the contributions of our members, funders, staff and fellow trustees.

Nick Linfoot
Acting Chair of the Board of Trustees

•

INFORMATION

Trustees:

Chair Kevin Wong (resigned 21 September 2023)
 Nick Linfoot (Trustee from 1 September 2023, Acting Chair from 21 September 2023)

Vice Chair Lucy Jaffé (up to 11 May 2022)
 Coralyn Burge (from 12 May 2022)

Treasurer Carol Hodson

Rachel Allan
 Kimberley Campbell-Lamb (resigned 16 May 2022)
 Caroline Drummond (resigned 1 August 2022)
 Nicholas Evans
 Stuart de Boos (appointed 1 July 2023)
 Jason Grant- Rowles (appointed 1 September 2023)
 Frances Lang (appointed 1 July 2023)
 Natasha Langleben (resigned 20 December 2022)
 Rod Morgan
 Tebussum Rashid (resigned 17 November 2022)
 Lucie Russell
 Alex Stevens (appointed 1 September 2023)

Director Nina Champion resigned 30 September 2023
 Annette So – Interim Director from 30 September 2023

Charity number 1143038

Company number 06331413

Registered Office& Business Address	CH2.26 Chester House Kennington Park, 1-3 Brixton Road London SW9 6DE (from 24 August 2022)	V111 Vox Studios, Durham Street, London SE11 5JH (up to 23 August 2022)
--	---	---

Bankers	Co-operative Bank plc Blaise Pascal House 100 Pavilion Drive Brackmills Northampton NN4 7WZ	CAF Deposit Platform Flagstone Investment Management Limited 1 st Floor, Clareville House 26-27 Oxendon Street, London SW1Y 4EL
----------------	---	---

Solicitors Russell Cooke Solicitors
 2 Putney Hill
 London
 SW15 6AB

Independent Examiner Braant Accounting
 20-22 Wenlock Road
 London
 N1 7GU

•

TRUSTEES' ANNUAL REPORT

The trustees present their report and financial statements for the year ended 31 March 2023. The Criminal Justice Alliance (CJA) is a company limited by guarantee incorporated in August 2007. In July 2011 it became a registered charity.

Objectives

The principal aims of the CJA are to promote the reduction and prevention of crime, the rehabilitation and the welfare of those with convictions, so far as it is exclusively charitable, their families and dependants. The charity promotes or assists in the promotion of the sound administration of the criminal justice system. The trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

The CJA is a network of member organisations working across the criminal justice system in England and Wales in areas including prevention, policing, prisons, probation and victim services. Members include charities, professional associations, think tanks and research bodies, all committed to achieving a fairer and more effective criminal justice system in accordance with our charitable objectives. In January 2023, we introduced our academic membership to include individual academics and researchers working on criminal justice issues following a suggestion from our research expert group. At the end of the reporting year, we had 173 members (including seven associate members). A full list of current members can be found on our website: <https://www.criminaljusticealliance.org.uk>.

Principal activities of the year

1. Articulating a shared vision for change – a Safe, Smart, Person-Centred, Restorative and Trusted criminal justice system

Influencing through co-producing consultation responses

This year we influenced policy through co-producing ten policy consultation responses with our members, including to the Home Office, Ministry of Justice (MoJ), Select Committees and All-Party Parliamentary Groups (APPGs). The consultations covered a range of issues such as remand, restorative justice, sentencing, victim support and drug policy. Our Director also gave evidence to the Justice Select Committee on the prison workforce.

Many of our recommendations were taken on board. The Justice Select Committee agreed that there is an urgent need to scale up court-based Bail Information Services (BIS) to ensure people are not sent to prison unnecessarily. The MoJ has also now included the need for BIS in the Female Offender Strategy and delivery plan. The Justice Select Committee also accepted our recommendations in relation to the draft Victims Bill to ensure better access to restorative justice, appropriate services for racially minoritised victims and improved complaint mechanisms. We continue to work with our members to prepare briefings and amendments for when the Bill comes to parliament to secure the changes we want to see.

'The principles are too weak as drafted... The Criminal Justice Alliance highlighted that key entitlements that are included in the full Code [...] are not reflected in the four principles.'

'Even without having to make a complaint through an MP, the Criminal Justice Alliance caution that the role of the PHSO in the complaints system is poorly understood by victims, with many unaware of how to navigate the procedure.'

Extracts from Justice Select Committee Pre-legislative scrutiny of the draft Victims Bill (October 2022)

We responded to the draft Police Race Action Plan published by the National Police Chiefs' Council and College of Policing, highlighting our concerns that the Plan overlooked Black detainees' experiences of police custody and Black women and girls' experiences of policing, which are areas that they are now looking to incorporate.

Influencing through our super-complaint

We have continued to work with the organisations investigating our super-complaint on s60 suspicion-less searches and community scrutiny of stop and search. As a result of our complaint, His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and the College of Policing have conducted in-depth research across a range of police forces across the country to understand the problem and will report on their findings and make recommendations for change in summer 2023.

'Our investigation assesses whether the police application of their powers under section 60 CJPOA and the scrutiny of all stop and search powers, is fair, consistent, effective, and transparent. Our aim is to ensure that the outcomes of the investigation will provide learning to improve police practice and the service to the public.'

Susan Wilcox, Super-Complaints Lead, College of Policing, July 2022

Influencing through advisory groups and events

We contributed to a growing number of advisory groups across the criminal justice system, including:

- All Party Parliamentary Group on Restorative Justice and External Reference Group for the Metropolitan Police on building trust and confidence.
- His Majesty's Inspectorate of Prisons on their thematic on Black men in prison
- HMICFRS External Reference Group on race and policing
- His Majesty's Court and Tribunal Service Defendants Voice Engagement Panel
- His Majesty's Prison and Probation Service Lived Experience Engagement Network
- MoJ Female Offender Minority Ethnic Working Group
- The Victims' Commissioner Working Group on Restorative Justice

Through these groups we have been able to challenge, critique and contribute ideas and solutions at an early stage as policies and practical guidance are being deliberated and formulated. Our Director also spoke at an event at the Conservative Party Conference, contributed to The Labour Party Review of the Criminal Justice System about prevention of crime and reducing reoffending, and presented at the Victim Services Annual Conference.

Influencing through key stakeholders

We advocated for more effective support for people in and leaving prison to gain employment and maintain family ties by working with a range of stakeholders from Police and Crime Commissioners to businesses. We responded to the Children's Commissioner's Family Review and secured her support to promote and protect children with parents in prison. We also worked with think tanks (The Fabian Society and Centre for Social Justice) to promote innovation in supporting parents in prison and their children. In addition, we connected our members with the newly formed Employment Advisory Boards in prisons, contributed to the development of an Employer's Charter as part of the Fair Chance Business Alliance and supported campaigns for criminal record reform and greater access to technology in prison. We were also delighted to work with a dedicated group of MBA students from Central St. Martins and Birkbeck University as they designed innovative solutions to support people leaving prison into employment.

2. Co-ordinating collaborative working

Strategy 2022-2027

We launched our ambitious five-year strategy for 2022-2027, Reimagine, redesign, rebuild: Driving systemic change together in April. CJA members gathered in person for the first time since the pandemic and gained an understanding of how each of their organisations fit into the criminal justice eco system. They also learnt about the ripple effects of policy and practice from one part of the system on another, and across the sector. It highlighted why our new strategy prioritises facilitating collaboration and breaking down silos so we can better map and understand the system, identify opportunities and levers and work more effectively to bring about systemic change together.

•

'There was a great buzz when I arrived at the CJA conference. I hopped into a session on anti-racism which was compelling.'

'The restorative justice discussions was amazing, and really eye opening.'

'I really loved the workshops; it was good to break out and deep dive.'

'The level of optimism and drive for change in the room was fantastic. The feeling that this is an ambitious and achievable strategy.'

CJA strategy launch participants, April 2022

CJA Awards 2022

We held our eighth CJA Awards and fifth Media Awards in Birmingham in November with 80 change makers from across the criminal justice sector and the media in attendance. The Awards continue to provide an opportunity to share good practice solutions and build solidarity among the criminal justice sector. The awards celebrate and recognise individuals and organisations who demonstrate they have worked towards achieving systemic, long-term change. This year's prestigious winners included Pragna Patel (Southall Black Sisters) and Richard Taylor OBE (Damilola Taylor Trust).

'I don't think there is any other organisation that is recognised for the way it collaborates with so many criminal justice organisations, to bring them together to help achieve the common goal of changing people's lives.'

'It was amazing to see all of the fantastic work taking place by individuals and organisations to make the criminal justice system and world better.'

'The awards opened my eyes to a whole network of organisations and campaigns which I didn't know about, which I will turn to in future programming.'

'To be in that room with so many amazing activists, doing work day in and day out fighting for justice, is so special.'

CJA Awards 2022 attendees, November 2022

Academic membership and research symposium

In early 2023, we introduced a new academic membership category to enable greater collaboration and shared learning between policy, practice and research. We held our inaugural research symposium on the theme of a 'trusted' criminal justice system in partnership with the University of Westminster in March 2023.

'I know I'm one of many that felt this was the best event they had been to for a while in terms of connections and interaction.'

'Thanks for putting together such a vibrant and stimulating symposium last week - a very promising start, indeed and a model for others to follow.'

'I really enjoyed the two provocation panels in the morning. Great idea and the variety of speakers added strength to both panels. My colleagues from the CPS and the Police were delighted to be there and enjoyed delivering the workshop session.'

CJA Research Symposium participants, March 2023

Erasmus knowledge-exchange programme

In partnership with RUBIKON Centrum (Czech Republic), Restorative Justice Nederland (Netherlands), and EDUKOS (Slovakia), we completed a project focusing on best practices and systemic change of the criminal justice system - from a punitive to a more restorative approach. Two field trips were conducted in the year- Netherlands (May 2022) and Czech Republic (August 2022). The learning visit in August 2022 concluded our two-year project - we facilitated a workshop on using system mapping to draw together our learnings from the programme visits. Our partners also joined our Annual General Meeting in November and shared good practice that we encountered during the project. We have taken inspiration from public outreach events that our partners have held, including Writing on the Wall and Yellow Ribbon Run and are excited to be bringing these events to the UK.

3. Changing narratives

We continue to promote and encourage more nuanced, sensitive and constructive media reporting on criminal justice, with the aim of changing the narrative and increasing public understanding. The Media Awards held in November further celebrated and promoted solution-focused journalism, digital media and documentaries. Winners included the documentary 'Two daughters' focusing on police failings after the murder of Bibaa and Nicola Smallman in London, the podcast 'Second Chance' by Raphael Rowe who spent twelve years in prison before his conviction was overturned, and Greg McKensie who works to change the narrative about young people with convictions through his media work and his social enterprise. We remembered Eric Allison, who, after leaving prison, dedicated his life to being an activist journalist, to shine a light on prison conditions and people who have died in custody.

We were also delighted to support Frameworks UK with developing their new research, Bridges from prison: a communications toolkit for making the case for jobs and relationships. The report explores how the public tend to think about people in and leaving prison, and how to build understanding and support for employment opportunities and supportive relationships. We also supported disseminating, role modelling and promoting the use of framing, across the sector, in the media and supporting people with lived experience of the criminal justice system.

'The CJA Media Awards are incredibly important to highlight untold and unheard stories and voices.'

'The Frameworks workshop showed me the power of words, that I need to let my voice be heard and how to focus on solutions when I tell my story.'

Participants at CJA Media Awards and CJA events on framing, 2022

4. Promoting power sharing

We were excited to launch our ELEVATE CJS lived experience leadership pilot programme, inspired by Just Leadership USA, which we peer researched and co-designed with our Lived Experience Expert Group over the past four years. We launched the London-based programme in May 2022 at the Ritzy Cinema in Brixton, screening a short film called 'Those closest to the problem are closest to the solution', followed by a powerful panel discussion.

'We need lived experience leaders who can challenge the system credibly...we don't want to be spoken for, we want to speak for ourselves.'

'Having lived experience leaders in positions of power and influence means richer and more dynamic conversations, which results in better decision making overall when our voices are heard at every step.'

Participants and panelists at the ELEVATE CJS launch event, May 2022

We held a taster day and applications for the first cohort opened in the Autumn, followed by interviews in December. An introductory dinner was held in January 2023 to mark the start of the cohort and the participants attended an inspiring and thought-provoking residential weekend in February 2023 led by experienced restorative facilitators. They were joined by our ELEVATE CJS Advisory Group, as well as Romarilyn Rolston, an alumna of Just Leadership USA.

The programme is based on the Leadership for Social Change model and adopts an inclusive and trauma-informed approach. Participants take part in weekly online workshops and monthly in-person Saturday sessions, covering a range of topics including: awakening the leader within, 'doing your story justice', policy and campaigning. We are delighted to have secured a partnership with the University of Westminster to support the action research element of the programme. The programme also includes coaching (provided by Spark Inside) and clinical supervision provided by a therapist.

'I thrived and was able to take a deeper look at my whole being. I was challenged to not only be a leader but a change maker, innovator and history making leader.'

'The power of healing and developing in a safe space is important. Being surrounded by brave people gave me permission to own my story and full permission to be great.'

'That before we become leaders we have to face all of the troubling past that haunts us or we try to hide, because becoming a leader there will be a lot of secondary trauma we may face and we need to understand our triggers, coping mechanisms, and how we face adversity with integrity, so when we speak or advocate it comes from a place of authenticity.'

'Realising the potential I have within, restoring some belief back in myself'.

ELEVATE CJS participants, February 2023

ELEVATE CJS Project Manager Nola Sterling was also invited, in March 2023, to take part in the inaugural Global Freedom Fellowship (coordinated by Incarceration Nations Network, USA) in South Africa for two weeks to share and learn about lived experience leadership and further expand CJA's international networks.

We also continued our fruitful partnership with the Longford Trust, supporting people who are studying for a degree after they have left prison with paid internships. We are grateful for the contribution and support from Jamie who completed his placement this year as our CJA Awards intern. We also recently became a Second Chance Charter employer as we pledge to increase access and support for people with convictions to work at the CJA.

'I've been in rooms and conversations I never would've dreamt of, have picked up an entire new skillset, and leave with a strong sense of motivation and determination to create change – both for myself, and on a systemic level using my other unique skills.'

Jamie, Longford Trust/CJA Awards Intern 2022

5. Tackling racial inequality

In April 2022 we launched a one-year project on Tackling Race Inequality aimed at reducing racial injustice through improving adherence to the Public Sector Equality Duty. The project equips civil society with the expertise to identify and challenge racially discriminatory policies; and at the same time work with government officials in criminal justice agencies to improve Equality Impact Assessments (EIA). In early 2023, we published a toolkit for civil society actors which was co-designed by lawyers and our equalities expert group. We have seen immediate results:

- Close to 60% of participants said their understanding of equality laws had improved;
- Ninety per cent of participants at the launch event indicated that they will share the toolkit with colleagues and others;
- Approx. 40% stated they will consider taking legal action as a result; and
- We are aware that at least one organisation has utilised the toolkit to take legal action.

'It was inspiring, insightful and engaging. I learnt a lot. Great to hear from young people.'

'The speakers were from all walks of life. They were able to connect with the audience really well and diverse in so many ways. I have already shared the toolkit with my workplace'

Participants at Tackling Race Inequality event, January 2023

At the launch event, attended by over 100 participants, we also showcased our short film, Odds Stacked Against Us, which highlights the cumulative impact of multiple discriminatory policies over time. In an open petition, we called for the MoJ and Home Office to monitor, analyse and mitigate this cumulative impact.

We have continued to highlight racial disparities and solutions in our policy work with a particular focus on the intersection of race and gender. We continued to promote the recommendations of our landmark report, Towards Race Equality, published last year in partnership with the Independent Monitoring Boards (IMB). We are pleased to see that the IMB have been implementing some of the recommendations in the report. For example, launch of a new website to attract more diverse IMB volunteers and improved training materials. HMPPS have also committed to improve training for staff.

We have worked with other CJA members to continue promoting the Double Disadvantage Action Plan by supporting and holding agencies to account to improve outcomes for Black, Asian, minoritised and migrant women across the CJS. We have also followed up with the Independent Custody Visitors Association (ICVA) who, as a result of our report last year, are implementing a new Race Action Plan.

6. Evolving the CJA

- **Staff:** our team has expanded as part of a planned growth of CJA from a micro to small organisation. We welcomed our first Equalities Policy Officer who implemented our 12-month Tackling Race Inequality project; ELEVATE CJS Project Manager who is leading our lived experience leadership programme and a part-time Finance Administrator. Towards the end of the year, we also welcomed our new Policy Manager. In 2023-2024, we will be joined by a part-time ELEVATE CJS Project Officer and a Communications and Engagement Manager. These new roles are crucial to building the sustainability and capacity of the organisation, enabling us to grow our reach, profile and impact. At the end of 2022, we co-produced a wellness action plan with staff and trustees which we will continue to review and adjust.
- **Monitoring and evaluation:** we developed new real-time monitoring and evaluation tools, including a barometer of influence, and are in the process of developing a Customer Relationship Management system to better track our engagement with members and key stakeholders. We also appointed an external evaluator for our pilot ELEVATE CJS programme who began work at the beginning of 2023 with a process and impact evaluation. This will enable us to adapt the programme to better meet the needs of the participants and plan for future roll out to other regions, subject to funding.

- **Restorative organisation:** we began our journey to become a restorative organisation with a staff and trustee training session and will continue to embed the learnings in our work as CJA develops.

We shared some common challenges within the charity sector including:

- **Staff recruitment and retention.** We have adjusted our staffing structure to recruit more experienced, senior staff and bring in some administrative and specialist consultancy support.
- **Trustee recruitment.** A number of our trustees retired this year and some new trustees were recruited. We are seeking to diversify our trustee board and have received specialist training from Getting on Board.
- **Cost of living.** Increases to costs and wages; and some members facing difficulty with subscription fees. Recognising that some of our members are facing funding difficulties, we have frozen our fees for the third year in succession.

7. Looking ahead: our plans for 2023-2024

We will continue to innovate and push boundaries to achieve systemic change through the collective power of our membership network. We will focus on several targeted policy projects on issues including reform of drug policy, reducing the use of remand, expanding access to victims' services, and improving family ties and employment for people leaving prison through changes to policy, practice and public opinion.

We will increase the ways in which we engage with people with lived experience of the criminal justice system directly in our policy work and amplify their voices to effect change. We also look forward to welcoming and working with our second cohort of participants for the ELEVATE CJS leadership programme, as well as developing a toolkit for employers and working to remove barriers to career progression for lived experience leaders.

We are also excited to begin planning two public facing conversation-starter events including a light installation and Yellow Ribbon Run inspired by the Erasmus exchange programme, along with co-producing resources for university journalism students on constructive and solution-focused criminal justice reporting.

We will strengthen our governance and oversight mechanisms including updating our Memorandum and Articles to ensure they reflect our current practices and values. We will recruit new trustees to reflect diversity including young adults, people from Black Asian and minority ethnic communities and people with lived experience of the criminal justice system. As we refresh our staff team and Board of trustees, and aim to further diversify our funding streams, we will focus on improving the overall sustainability of the CJA.

Funders and Supporters

We are hugely grateful to our funders, AB Charitable Trust, Barrow Cadbury Trust, Baring Foundation, The Churchill Fellowship, Esmée Fairbairn Foundation, Hadley Trust, Lloyds Bank Foundation, Network for Social Change, Pocressi Initiative, Porticus UK, Quintin Hogg Trust and Trust for London for their support during the year. To our individual donors, we are extremely grateful for your generosity which allows us to carry on our work.

Governance and Management

The charity is governed by a Board of Trustees. Trustees are elected at the Annual General Meeting or appointed between meetings by co-option. Trustees delegate day-to-day running of the charity to the Director and Deputy Director who report on operational performance through the Chair and financial performance through the Treasurer to the Board. Financial and fundraising reports are considered at each Board meeting. A Risk Register and Balanced Scorecard noting progress against the CJA business plan are also regularly considered by Trustees.

The Board currently has two permanent sub-committees:

- Finance and Resources Committee
- Policy and Communications Committee

All sub-committees operate under terms of references approved by the Board. Trustees have also played a role in recruitment, chairing members' meetings and providing final peer reviews for CJA publications.

Financial Review

The results for the year ended 31 March 2023 are set out in the attached financial statements. Total incoming resources for the year were £441,662 (2022: £333,380). Expenditure for the year was £451,333 (2022: £272,570). The deficit for the year was thus £9,671 (2022 surplus of £60,810). The Fund balances carried forward at 31 March 2023 totalled £189,886 (2022: £199,557) of which £174,182 were unrestricted as to use (2022: £187,177)

Reserves Policy

The Trustees review the CJA's reserves policy annually. Considering the liabilities and costs associated with a reduction in the level of the charity's activities that might be caused by a reduction in funding, the Trustees have resolved that we should hold unrestricted reserves sufficient to cover not less than four months' anticipated expenditure and aim to increase unrestricted reserves to six months in due course. Year-end reserves of £174,182 comfortably represent more than four months' committed expenditure.

Trustees' Responsibilities

Trustees are responsible for preparing the Annual Report and the Financial Statements in accordance with applicable law and United Kingdom generally accepted accounting practice.

Company and charity law applicable to charities in England and Wales requires the Trustees to prepare Financial Statements for each financial year which give a true and fair view of the state of affairs of the Company and of the surplus or deficit for the period. In preparing those financial statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Statement of Recommended Practice 'Accounting and Reporting by Charities' (the Charities' SORP)
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures being disclosed and explained in the financial statements; and
- prepare the Financial Statements on a going concern basis (unless it is inappropriate to presume that the charity will continue in operation).

Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Company and which enable them to ensure that the Financial Statements comply with the Companies Act 2006 and the Charities Act 2011. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the detection and prevention of fraud and other irregularities.

Preparation of the Report

This report has been prepared in accordance with the charity's governing document, the Charities Act 2011 and recommendations contained in the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities published on 16 July 2014 (FRS 102).

This report was approved by the Board on 9 October 2023 and signed on its behalf by:

Nick Linfoot
.....

Nick Linfoot (Acting Chair)

Carol Hodson
.....

Carol Hodson (Treasurer)

Independent examiner's report to the board of trustees of Criminal Justice Alliance

I report to the Trustees on my examination of the accounts of Criminal Justice Alliance (charity number 1143038, company number 06331413) for the year ended 31 March 2023 which are set out on pages 15 to 29.

Respective responsibilities of trustees and examiner

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act'). The Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 ('the 2011 Act') nor under Part 16 of the 2006 Act, and that an independent examination is needed.

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general directions given by the Charity Commission under section 145(5)(b) of the Charities Act; and,
- to state whether particular matters have come to my attention.

This report, including my statement, has been prepared for and only for the Charity's Trustees as a body. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body for my examination work, for this report, or for the statements I have made.

Basis of independent examiner's statement

My examination was carried out in accordance with general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the Trustees concerning any such matters.

The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report

is limited to those matters set out in the statement below.

Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England & Wales, which is one of the listed bodies.

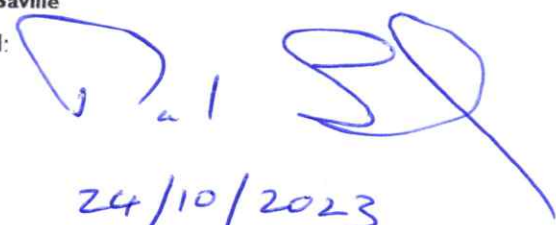
I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or,
- the accounts do not accord with those records; or,
- the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or,
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Paul Saville

Dated:


24/10/2023
Member of ICAEW
7454442

Statement of Financial Activities

Incorporating the Income & Expenditure Account and the Statement of Recognised Gains & Losses
For the year ended 31 March 2023

		Unrestricted Funds Year ended 31 March 2023	Restricted Funds Year ended 31 March 2023	Total Funds Year ended 31 March 2023	Total Funds Year ended 31 March 2022
	Notes	£	£	£	£
Income from					
Donations & legacies	2	177,010	246,912	423,922	316,601
Charitable activities	3	17,599	-	17,599	16,580
Investments		141	-	141	199
Total income		194,750	246,912	441,662	333,380
Expenditure on		£	£	£	£
Raising funds	4 & 5	55,112	-	55,112	54,045
Charitable activities					
Policy work	4 & 6	75,311	136,215	211,526	136,162
CJA Awards	4 & 6	28,447	12,503	40,950	39,235
Membership support	4 & 6	23,016	17,644	40,660	43,128
Elevate	4 & 6	25,858	77,227	103,085	-
Charitable activities		152,632	243,589	396,221	218,525
Total expenditure		207,744	243,589	451,333	272,570
<i>Net (expenditure)/income</i>		<i>(12,994)</i>	<i>3,323</i>	<i>(9,671)</i>	<i>60,810</i>
Transfers between funds	11	-	-	-	-
Net movement in funds		(12,994)	3,323	(9,671)	60,810
Reconciliation of funds					
Total funds brought forward	11 & 12	187,177	12,380	199,557	138,747
Total funds carried forward	11 & 12	174,183	15,703	189,886	199,557

The notes on pages 17 to 29 form part of the financial statements.

Income from investments was unrestricted in both the current and prior periods.

Criminal Justice Alliance
Balance Sheet
As at 31 March 2023

			Total Funds Year ended 31 March 2023		Total Funds Year ended 31 March 2022
		£	£	£	£
Fixed assets	8		433		676
Current assets					
Debtors & prepayments	9	58,228		7,698	
Cash at bank & in hand		319,700		419,978	
		377,928		427,676	
Liabilities					
Creditors : amounts falling due within one year	10	(188,475)		(228,795)	
Net current assets/(liabilities)			189,453		198,881
Net assets/(liabilities)			189,886		199,557
Charity funds		£	£	£	£
Restricted funds	11 & 12		15,703		12,380
Unrestricted funds					
General fund	11 & 12		174,183		187,177
Total charity funds			189,886		199,557

The notes on pages 15 to 26 form part of the financial statements

The financial statements have been prepared in accordance with section 415A of the Companies Act 2006 relating to small companies and FRS 102 Section 1A.

The charitable company is entitled to exemption from audit under section 477 of the Companies Act 2006 for the year ended 31 March 2023, and the members have not required the charitable company to obtain an audit of its financial statements for the year ended 31 March 2023 under section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of the accounts.

They were approved and authorised for issue by the Board of Trustees on 9 October 2023 and signed on their behalf by

Nick Linfoot

Nick Linfoot Acting Chair

Notes to the financial statements

I. Accounting policies

Basis of preparation of the financial statements

The financial statements have been prepared in accordance with 'Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition (effective 1 January 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The effect of any event relating to the year ended 31 March 2022, which occurred before the date of approval of the financial statements by the Board of Trustees, has been included in the financial statements to the extent required to show a true and fair view of the state of affairs at 31 March 2022 and the results for the year ended on that date.

Under the exemption available to smaller charities the Board of Trustees has chosen not to include a Statement of Cash Flows within the financial statements.

The functional currency of the Charity is sterling and amounts in the financial statements are rounded to the nearest pound.

Going concern

The financial statements have been prepared on the going concern basis as the Board of Trustees is confident that future reserves and future income is more than sufficient to meet current commitments. There are no material uncertainties that impact this assessment.

Legal status

Criminal Justice Alliance is a charitable company registered in England & Wales and meets the definition of a public benefit entity. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member. The registered address is CH2.26 Chester House, Kennington Park, 1-3 Brixton Road, London, SW9 6DE.

Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or that have been raised by the Charity for particular purposes. The cost of raising and

administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in note 11 of the financial statements.

Income

Income is recognised when the Charity has entitlement to the funds, any performance indicators attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations are recognised in full in the Statement of Financial Activities when entitled, receipt is probable and when the amount can be quantified with reasonable accuracy. Gift aid receivable is included when claimable.

Grant income is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless the grant relates to a future period, in which case it is deferred.

Membership income is credited to the Statement of Financial Activities when received or receivable, whichever is earlier, and is recognised in full at this point as opposed to deferred across the membership period.

Other income from charitable activities is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless it relates to a specific future period or event, in which case it is deferred.

Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities.

Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to total direct costs allocated to each project area, as outlined in note 5 of the financial statements.

Irrecoverable VAT is charged against the category of expenditure for which it was incurred.

Tangible fixed assets and depreciation

All assets costing more than £500 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their residual value, over their useful life, on the following basis:

Computer equipment	3 years
--------------------	---------

Cash at bank and in hand

Cash at bank and in hand includes cash in hand, deposits with banks and funds that are readily convertible into cash at, or close to, their carrying values, but are not held for investment purposes.

Debtors and prepayments

Trade and other debtors are recognised at the settlement amount after any trade discount is applied. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and accruals

Creditors are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably.

Financial instruments

Basic financial instruments are measured at amortized cost other than investments which are measured at fair value.

Critical estimates and judgements

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The annual depreciation charge for tangible fixed assets is sensitive to changes in useful economic lives and residual values of assets. In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial period.

Pensions

The Charity operates a defined contribution pension scheme which is administered by an external independent pension provider. Contributions are recognised in the Statement of Financial Activities as they fall due.

2. Income from donations and legacies

	Unrestricted Funds	Restricted Funds	Total Funds
	Year ended	Year ended	Year ended
	31 March 2023	31 March 2023	31 March 2023
	£	£	£
Grants			
AB Charitable Trust	40,000		40,000
Baring Foundation	-	52,000	52,000
Barrow Cadbury	-	40,000	40,000
Barrow Cadbury - CJA Awards 2021-2023	-	10,000	10,000
Erasmus Plus	-	2,443	2,443
Esmee Fairbairn Foundation	14,583	-	14,583
Frameworks	-	3,000	3,000
Lloyds Bank Foundation	-	51,706	51,706
Lloyds Bank (Elevate)	-	21,923	21,923
Network for Social Change	-	-	0
Pocressi Initiative	-	10,000	10,000
Porticus - Positive Pathways	39,993	-	39,993
Porticus	30,670	-	30,670
Quintin Hogg	-	2,840	2,840
Reed Smith	-	3,000	3,000
The Hadley Trust	50,000	-	50,000
Trust for London (Elevate)	-	50,000	50,000
	175,246	246,912	422,158
Donations	1,764	-	1,764
Total	177,010	246,912	423,922

	Unrestricted Funds	Restricted Funds	Total Funds
	Year ended	Year ended	Year ended
	31 March 2022	31 March 2022	31 March 2022
	£	£	£
Grants			
AB Charitable Trust	10,000	-	10,000
Action for Race Equality	2,750	-	2,750
Allen Lane Foundation	5,000	-	5,000
Barrow Cadbury	-	45,000	45,000
Erasmus Plus	-	7,416	7,416
Esmee Fairbairn Foundation	35,000	-	35,000
Hadley Trust - Core costs	50,000	-	50,000
Lloyds Bank Foundation	-	70,800	70,800
Porticus	89,986	-	89,986
	192,736	123,216	315,952
Donations	649	-	649
Total	193,385	123,216	316,601

3. Income from charitable activities

	Unrestricted Funds Year ended 31 March 2023	Restricted Funds Year ended 31 March 2023	Total Funds Year ended 31 March 2023
	£	£	£
Membership subscriptions	17,599	-	17,599
	17,599	0	17,599
	Unrestricted Funds Year ended 31 March 2022	Restricted Funds Year ended 31 March 2022	Total Funds Year ended 31 March 2022
	£	£	£
Membership subscriptions	16,580	-	16,580
	16,580	0	16,580

4. Total expenditure

	Direct staff costs Year ended 31 March 2023	Direct other costs Year ended 31 March 2023	Indirect costs Year ended 31 March 2023	Total costs Year ended 31 March 2023
	£	£	£	£
Raising funds	40,785	0	14,327	55,112
Charitable activities:				
Policy & Programmes	116,340	33,054	62,132	211,526
CJA Awards	7,199	22,860	10,891	40,950
ELEVATE	45,998	27,124	29,963	103,085
Membership	29,829	86	10,745	40,660
Charitable activities	199,366	83,124	113,731	396,221
Total	240,151	83,124	128,058	451,333

	Direct staff costs Year ended 31 March 2022	Direct other costs Year ended 31 March 2022	Indirect costs Year ended 31 March 2022	Total costs Year ended 31 March 2022
	£	£	£	£
Raising funds	37,437	1,200	15,408	54,045
Charitable activities:				
Policy work	83,967	13,375	38,820	136,162
CJA Awards	3,495	24,554	11,186	39,235
Membership support	30,205	627	12,296	43,128
Charitable activities	117,667	38,556	62,302	218,525
Total	155,104	39,756	77,710	272,570

An analysis of expenditure on raising funds can be found in note 5. An analysis of expenditure on charitable activities can be found in note 6.

An analysis of staff costs can be found in note 7.

Indirect costs comprise of the following expenses:

Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to total direct costs allocated to each project area.

	Total costs Year ended 31 March 2023	Total costs Year ended 31 March 2022
	£	£
Indirect staff costs	53,415	40,283
Other people costs	8,671	4,351
Professional services	16,358	12,067
Premises and admin	38,856	19,697
Governance	10,758	1,312
	128,058	77,710

Governance costs comprise of the following expenses:

	Total costs Year ended 31 March 2023	Total costs Year ended 31 March 2022
	£	£
Statutory accounts production	3,720	1,080
Independent examination	2,940	150
Trustee recruitment & training	1,397	9
Other	2,701	73
	10,758	1,312

5. Expenditure on raising funds

	Unrestricted Funds Year ended 31 March 2023	Restricted Funds Year ended 31 March 2023	Total Funds Year ended 31 March 2023
	£	£	£
Direct staff costs	40,785	-	40,785
Direct other costs	-	-	-
Indirect costs	14,327	-	14,327
Total	55,112	0	55,112

	Unrestricted Funds Year ended 31 March 2022	Restricted Funds Year ended 31 March 2022	Total Funds Year ended 31 March 2022
	£	£	£
Direct staff costs	37,437	-	37,437
Direct other costs	1,200	-	1,200
Indirect costs	15,408	-	15,408
Total	54,045	0	54,045

6. Expenditure on charitable activities

	Unrestricted Funds Year ended 31 March 2023	Restricted Funds Year ended 31 March 2023	Total Funds Year ended 31 March 2023
	£	£	£
Policy and work			
Direct staff costs	16,649	99,691	116,340
Direct other costs	(322)	33,376	33,054
Indirect costs	58,984	3,149	62,132
	75,311	136,215	211,526
CJA Awards			
Direct staff costs	5,610	1,589	7,199
Direct other costs	11,947	10,914	22,860
Indirect costs	10,891	0	10,891
	28,447	12,503	40,950
Membership support			
Direct staff costs	12,286	17,543	29,829
Direct other costs	(15)	101	86
Indirect costs	10,745	0	10,745
	23,016	17,644	40,660
ELEVATE			
Direct staff costs	3,666	42,332	45,998
Direct other costs	(4,897)	32,021	27,124
Indirect costs	27,089	2,874	29,963
	25,857	77,227	103,085
Total	152,633	243,589	396,221

	Unrestricted Funds Year ended 31 March 2022	Restricted Funds Year ended 31 March 2022	Total Funds Year ended 31 March 2022
	£	£	£
Policy work			
Direct staff costs	11,049	72,918	83,967
Direct other costs	602	12,773	13,375
Indirect costs	17,872	20,948	38,820
	29,523	106,639	136,162
CJA Awards			
Direct staff costs	3,495	0	3,495
Direct other costs	14,554	10,000	24,554
Indirect costs	11,186	0	11,186
	29,235	10,000	39,235
Membership support			
Direct staff costs	30,205	0	30,205
Direct other costs	627	0	627
Indirect costs	12,296	0	12,296
	43,128	0	43,128
Total	101,886	116,639	218,525

7. Staff costs

	Total Costs Year ended 31 March 2023	Total Costs Year ended 31 March 2022
	£	£
Gross salaries	255,364	169,276
Employers NIC	22,710	14,478
Employers pension	15,492	11,633
	293,566	195,387

The average headcount during the year was 6 persons (2022: 5 persons).

One employee received employee emoluments between £60,000 and £69,999 (2022: One employee).

The total employee emoluments paid to key management personnel during the year was £151,858 (2022: £127,515).

8. Tangible fixed assets

	Computer Equipment	Total Year ended 31 March 2023
Cost	£	£
At April 2022	729	729
Additions in the year	-	-
At 31 March 2023	729	729
Accumulated depreciation	£	£
At 0 April 2022	53	53
Charge for the year	243	243
At 31 March 2023	296	296
Net book value	£	£
At 01 April 2022	676	676
At 31 March 2023	433	433

9. Debtors and prepayments

	Total Year ended 31 March 2023	Total Year ended 31 March 2022
	£	£
Trade debtors	51,545	245
Prepayments	5,809	2,680
Rent & IT deposit	874	4,745
Other debtors	-	28
	58,228	7,698

10. Creditors – amounts falling due within one year

	Total Year ended 31 March 2023	Total Year ended 31 March 2022
	£	£
Trade creditors	7,317	2,205
Accruals	1,613	2,214
Deferred income	170,603	216,689
HMRC	6,785	5,926
Pension liability	2,159	1,761
	188,477	228,795

Deferred income consists of grant income received in the current financial year for activities happening in the next and is broken down as follows:

	Total Year ended 31 March 2023	Total Year ended 31 March 2022
	£	£
Brought forward	216,689	135,607
Released to income in year	(400,875)	(135,607)
Deferred at year end	354,789	216,689
	170,603	216,689

II. Analysis of charity funds

	Balance brought forward 01 April 2022	Income for the period Year Ended 31 Mar 2023	Expenditure for the period Year Ended 31 Mar 2023	Transfers between funds Year Ended 31 Mar 2023	Balance carried forward 31 March 2023
	£	£	£	£	£
Unrestricted Funds					
General Fund	187,177	194,750	(207,745)	-	174,182
Unrestricted Funds	187,177	194,750	-	207,745	-
Restricted Funds					
Baring Foundation	-	52,000	(52,000)	-	-
Barrow Cadbury	-	40,000	(40,000)	-	-
Barrow Cadbury - CJA Awards 2021-2023	-	10,000	(10,000)	-	-
Erasmus Plus	5,803	2,443	(8,246)	-	-
Frameworks	-	3,000	(3,000)	-	-
Lloyds Bank Foundation	-	51,706	(49,456)	-	2,250
Lloyds Bank (Elevate)	6,577	21,923	(21,923)	-	6,577
Pocressi Initiative	-	10,000	(4,600)	-	5,400
Quintin Hogg	-	2,840	(2,840)	-	-
Reed Smith	-	3,000	(3,000)	-	-
Trust for London (Elevate)	-	50,000	(48,523)	-	1,477
Restricted Funds	12,380	246,912	(243,588)	-	15,704
Total Funds	199,557	441,662	(451,333)	-	189,886

Baring Foundation

A 18-month grant as part of the Baring Foundation Strengthening Civil Society Programme Racial Justice Fund with a focus on the Public Sector Equality Duty.

Barrow Cadbury Trust

A new three-year grant to support removing the barriers to systemic change in the criminal justice system.

Barrow Cadbury Trust- CJA Awards

Support towards the annual Criminal Justice Alliance Awards.

Erasmus Plus

To support CJA participation in the Erasmus Plus Knowledge Exchange partnership on systems-change in criminal justice.

Frameworks

A single grant to support the delivery and promotion of Frameworks UK research.

Lloyds Bank Foundation

A three-year grant as part of the Lloyds Bank Foundation Criminal Justice National Programme with a focus on restorative justice and restorative practices; supporting young adult and Black, Asian and minority ethnic victims of crime and reparative community sentences.

Lloyds Bank Foundation - ELEVATE

A new three-year grant from Lloyds Bank Foundation for the ELEVATE CJS lived experience pilot leadership programme which commenced in April 2022.

The Pocressi Initiative (TPI)

A new three-year grant to support the delivery and evaluation of the ELEVATE CJS lived experience pilot leadership programme.

Quintin Hogg Trust

A new grant to support the CJA's inaugural annual research symposium and the delivery of the ELEVATE CJS lived experience pilot leadership programme.

Reed Smith LLP

A one-off grant to support CJA's work on tackling racial inequality.

Trust for London- ELEVATE

A new three-year grant from Lloyds Bank Foundation for the ELEVATE CJS lived experience pilot leadership programme which commenced in April 2022.

Analysis of charity funds

	<i>Balance brought forward 01 April 2021</i>	<i>Income for the period Year Ended 31 Mar 2022</i>	<i>Expenditure for the period Year Ended 31 Mar 2022</i>	<i>Transfers between funds Year Ended 31 Mar 2022</i>	<i>Balance carried forward 31 March 2022</i>
	£	£	£	£	£
Unrestricted Funds					
General Fund	132,944	210,164	(155,931)	-	187,177
Unrestricted Funds	132,944	210,164	-	155,931	-
Restricted Funds	£	£	£	£	£
Barrow Cadbury - Connecting for change	-	35,000	(35,000)	-	-
Barrow Cadbury - CJA Awards	-	10,000	(10,000)	-	-
Erasmus Plus	5,803	7,416	(7,416)	-	5,803
Lloyds Bank Foundation	-	64,223	(64,223)	-	-
Lloyds Bank (Elevate)	0	6,577	0	-	6,577
Restricted Funds	5,803	123,216	(116,639)	-	12,380
Total Funds	138,747	333,380	(272,570)	-	199,557

Barrow Cadbury – Connecting for Change

A three-year grant to support the work of the CJA 'Connecting for Change' strategy for a fair and effective criminal justice system.

Barrow Cadbury – CJA Awards

Support towards the annual Criminal Justice Alliance Awards.

Erasmus Plus

To support CJA participation in the Erasmus Plus Knowledge Exchange partnership on systems-change in criminal justice.

Lloyds Bank Foundation

A three-year grant as part of the Lloyds Bank Foundation Criminal Justice National Programme with a focus on restorative justice and restorative practices; supporting young adult and Black, Asian and minority ethnic victims of crime and reparative community sentences.

Lloyds Bank Foundation - ELEVATE

A new grant from Lloyds Bank Foundation for ELEVATE which commenced in April 2022.

12. Analysis of net assets

	Unrestricted Funds	Restricted Funds	Total Funds
	Year ended	Year ended	Year ended
	31 March 2023	31 March 2023	31 March 2023
	£	£	£
Fixed assets	433	-	433
Current assets	298,614	79,314	377,928
Current liabilities	(124,865)	(63,610)	(188,475)
	174,182	15,704	189,886

	Unrestricted Funds	Restricted Funds	Total Funds
	Year ended	Year ended	Year ended
	31 March 2022	31 March 2022	31 March 2022
	£	£	£
Fixed assets	676	-	676
Current assets	306,500	121,176	427,676
Current liabilities	(119,999)	(108,796)	(228,795)
	187,177	12,380	199,557

13. Trustee remuneration

During the year, no trustee received any remuneration (2022: £Nil). No members of the Board of Trustees received reimbursement of expenses for travel to meetings (2022: £Nil).

14. Related party transactions

During the year there were no related party transactions (2022: £Nil)

Accounts

Criminal Justice Alliance

Annual report and financial statements

Year ended 31 March 2022

Charity number 1143038

Company number 06331413

**Criminal
Justice
Alliance**

For a fairer
& more effective
criminal justice
system

Contents

Introduction	2
Legal and administrative information	3
Trustees' annual report	4
Independent examiner's report	12
Statement of financial activities	13
Balance sheet	14
Notes to the financial statements	15

Introduction

In the final year of our 'Connecting for Change' strategy, it has been a time of reflections on what we have achieved, learned, and could build on in the future.

Our external evaluation found we had amplified the voice of our members and built an active model of engagement co-producing an impressive range of reports and consultation responses. It highlighted our communication strengths, as well as our expertise across our workstreams. The evaluator found evidence that our recommendations were starting to be taken on board, for example the College of Policing has adopted our recommendations in our Stop and Scrutinise report in their guidance on community scrutiny; the Ministry of Justice has also accepted our proposals on commissioning services for Black, Asian and minority ethnic victims of crime. The evaluation also found that we successfully utilised windows of opportunity to influence change, such as contributing to the All-Party Parliamentary Group on Restorative Justice and the Ministerial advisory board on women in the criminal justice system. The evaluator found that over the three-year strategic period we had started to take a bolder stand on issues such as race equality and our emerging work on promoting good criminal justice reporting was seen as very important by our members in helping change the public narrative.

Key learning to take forward into the new strategic period included a more transparent process for members to get involved with influencing and providing more opportunities for active learning between members. Members highlighted the importance of working with Police and Crime Commissioners and were keen to see us build our media work and progress plans for supporting leaders with lived experience in the sector. The evaluator was impressed with the quality and quantity of work done with a small team and recommended we increase our staff capacity to continue growing our reach and impact.

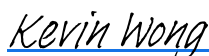
We are therefore delighted that at the end of the strategic year we were successful in securing funding to take forward some exciting new projects, including the ELEVATE CJS lived experience leadership programme and a project focused on tackling racial

inequality with new staff to lead this work. Lived experience and race equality are two key strands of our new five-year strategy 'Reimagine, redesign, rebuild: Driving systemic change together' which focuses on achieving long term, sustainable change. We thank our members, staff and trustees for their insights and ideas in co-producing the strategy.

As a Board we have had a busy year as we worked towards achieving Level One Trusted Charity accreditation. We were supported by a mentor to improve our policies and procedures around governance, finance, human resources, and other areas. We saw this as an important foundation which would enable us to grow our impact, strengthen our governance and attract increasing funding for the CJA over the next strategic period. We were delighted to welcome four new trustees, Rachel Allan, Natasha Langleben, Lucie Russell and Nicholas Evans in October 2021 after a skills audit and open recruitment process, bringing further expertise to the Board. We were sad to say goodbye to Nadine Smith, who stepped down after three years on the Board. We are looking to recruit more young adult trustees and Board members with lived experience of the criminal justice system in future. I would also like to extend personal thanks to our Treasurer Carol Hodson and Vice-Chair Lucy Jaffé for their support and advice throughout the year.

The Board have been hugely grateful for the hard work, passion and dedication of the small staff team led by Director Nina Champion. We said goodbye to Amal Ali (Policy Officer) and Jamie Morrell (Communications and Engagement Officer), but welcomed Annette So, our first Deputy Director, and Hannah Pittaway, Senior Policy Officer, who have both contributed enormously. We are also grateful for the work of Lee Cutter and Ashley Rookwood, our two paid Longford Trust interns, supporting our annual awards and policy work.

We would like to thank all our speakers, consultants, funders, partners and members for their support. We look forward to building on the strong foundations we have laid as we begin work on our ambitious new strategy for 2022-27.



Kevin Wong (Oct 24, 2022 14:15 GMT+1)

Kevin Wong

Chair

Legal and administrative information

Board of Trustees

Kevin Wong	Chair
Lucy Jaffé	Vice Chair
Carol Hodson	Treasurer
Rachel Allan	(appointed October 2021)
Carolyn Burge	
Kimberley Campbell-Lamb	
Caroline Drummond	
Nicholas Evans	(appointed October 2021)
Natasha Langleben	(appointed October 2021)
Prof. Rodney Morgan	
Tebussum Rashid	
Lucie Russell	(appointed October 2021)
Nadine Smith	(resigned March 2022)

Director & Co. Secretary

Nina Champion

Charity registration no.

1143038

Company registration no.

06331413

Registered address

CH2.26 Chester House
Kennington Park
1-3 Brixton Road
London
SW9 6DE

Independent examiner

Vanessa Suri
24 Rowfant Road
London
SW17 7AS

Accountant

Andy Nash Accounting & Consultancy Ltd
Units 24 & 25
Goodsheds Container Village
Hood Road, Barry
CF62 5QU

Principal bankers

Co-operative Bank plc
Blaise Pascal House
100 Pavilion Drive
Brackmills
Northampton
NN4 7WZ

Solicitors

Russell Cooke Solicitors
2 Putney Hill
London
SW15 6AB

Trustees' annual report

The Board of Trustees, who are also directors of the Charity for the purposes of the Companies Act, and trustees for charity law purposes, submit their annual report and the financial statements of Criminal Justice Alliance for the year ended 31 March 2022. The Board of Trustees confirms that the annual report and financial statements of the Charity comply with current statutory requirements, including the Charity Act 2011, as well as the requirements of the Charity's governing document and the provisions of the 'Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition (effective 1 January 2019)', the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Objectives

The principal aims of the Criminal Justice Alliance (CJA) are to promote the reduction and prevention of crime, the rehabilitation and (so far as it is exclusively charitable) welfare of those with convictions, their families and dependants. The charity promotes or assists in the promotion of the sound administration of the criminal justice system. Trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

The CJA is a network of member organisations working across the criminal justice system in England and Wales in areas including prevention, policing, prisons, probation and victim services. Members include charities, professional associations, think tanks and research bodies, all committed themselves to achieving a fairer and more effective criminal justice system in accordance with our charitable objectives. At the end of the reporting year, we had 182 members (including three associate members). A full list of current members can be found on our website: <https://www.criminaljusticealliance.org/members/>.

Principal activities of the year

1. Engagement of members to draw together expertise and build a vibrant network for change

CJA membership has grown with increased expertise, member engagement and influencing power. Our external evaluation report concludes:

'CJA built an active model with notable strengths in its communications work, with good evidence that we had co-produced resources with members. Member influencing grew, with a notable bias towards national networking opportunities.'

In addition, CJA was identified as a 'critical friend' and 'champion of change' which leads the way on criminal justice reform. The evaluation also found that we had amplified the voices of over 30 small organisations in our policy work, and that our communication efforts helped members feel part of a bigger change network and understand the broader criminal justice system.

We have continued to hold events for our members across England and Wales, mostly online given the Covid restrictions in place. These provided a platform for learning and sharing of experiences and expertise, as well as hearing from influential stakeholders such as the President of the Law Society, Police and Crime Commissioners (PCCs) and members of the House of Lords. Topics have included race inequality, restorative justice, mental health, the future of policing and employment and family relationships for people in and leaving prison.

We also convened various expert groups throughout the year giving members an opportunity to contribute their experiences and ideas to inform our policy work and co-produce our briefings and consultation responses. Our expert groups cover issues such as lived experience, remand, research, PCCs and restorative justice. For example, in February 2022, we co-produced a briefing, 'Purpose and Connection', with over 25 members, in advance of the publication of the Prisons White Paper, which included a focus on families and employment. We also drew on contributions to our members meeting on this topic where we heard from the authors of two landmark reviews, Dame Sally Coates and Lord Michael Farmer, as well as from CJA members working in this area. We responded to the White Paper consultation and contributed to roundtable meetings with the prisons minister highlighting our disagreement with prison expansion plans and lack of focus on tackling racial inequality, whilst providing sensible solutions to improve outcomes for people in and leaving prison, and their families.

Ahead of the delayed Police and Crime Commissioners (PCC) elections in May 2021, we worked with our PCC expert group to expand and re-launched our 'Public Safety, Public Trust' briefing, highlighting the main challenges facing the criminal justice system, and providing practical solutions for PCCs including new sections on recovery from COVID-19 and tackling race inequality. We also held an event exploring how community organisations can work with PCCs to tackle race inequality. The updated briefing also called on newly elected PCCs to encourage local employers to offer job opportunities to people leaving prison; create developmentally appropriate responses to young adults and increase access to victim services including restorative justice.

Further details of the briefings and consultations can be found below in section [3].

2. CJA Awards and Media Awards

We held our seventh annual CJA Awards and fourth Media Awards in November 2021. The awards were held virtually again due to the pandemic and the Youtube recording has received over 900 views.

The CJA Awards continue to provide an opportunity to share good practice solutions and build solidarity within the criminal justice sector. The awards increasingly focus on individuals and organisations who can demonstrate they have worked towards achieving systemic, long-term change. Positive feedback has been received from the attendees:

'The Awards raises the profile of all organisations mentioned. The recognition of hard work inspires and motivates change.'

Two new categories were introduced this year honouring the legacies of Saskia Jones and Jack Merritt to recognise outstanding individuals who support victims of crime and work towards tackling racial inequality in the criminal justice system.

The Media Awards have gone from strength to strength. As a result, we have increased our network of journalists from across print, TV, radio and digital media. We continue to promote and encourage more nuanced, sensitive and constructive media reporting on criminal justice, with the aim of changing the narrative and increasing public understanding. The launch of our report with guidance on constructive criminal justice reporting, 'Behind Closed Doors', coincided with our Media Awards. The guidance and the Media Awards provide a benchmark for the industry and finalists gain valuable credibility with a sector who can often mistrust the media due to previous poor reporting experiences.

3. Adopt a systemic approach to influencing change looking at 'golden threads' across the criminal justice pathway

We have continued to influence policy makers and commissioners through responding to policy consultations from the Home Office, Ministry of Justice (MoJ), Select Committees and All-Party Parliamentary Groups (APPGs), co-produced with our members. We have also contributed to a growing number of advisory groups, including the HMPPS Lived Experience Engagement Network, SAFESOC advisory board on prison regulation, MoJ Female Offender Minority Ethnic Working Group (FOME), MoJ ministerial Advisory Board for Female Offenders (ABFO), advisory group for the All Party Parliamentary Group on Restorative Justice (APPGRJ), Reducing Reoffending Third Sector Advisory Group (RR3) on Covid, External Reference Group (ERG) for the Metropolitan Police on building trust and confidence, advisory group on HM Inspectorate of Prisons thematic on Black men in prison and ERG on race and policing for HM Inspectorate of Constabulary.

Some of the key highlights are detailed below.

a. Effective Scrutiny and Accountability

- **Police, Crime, Sentencing & Courts Bill (PCSC Bill):** We led the co-ordination of a coalition of alliances and specialist organisations to respond to the PCSC Bill. A joint open letter was submitted to the Prime Minister, highlighting concerns that the Bill will entrench racial inequality. We also co-wrote a briefing reviewing the Equality Impact Assessments, gave oral evidence to the Public Bill Committee and contributed to roundtable discussions with the Justice Secretary. We helped co-ordinate a petition, produced explainer videos, and published a joint op-ed emphasising the need for smarter, not harsher sentencing. We organised an online event for Peers highlighting our concerns and supported the development and promotion of amendments on Serious Violence Reduction Orders (SVRO) and on the repeal of s.60 suspicion-less searches which disproportionately impact Black young adults. Some concessions were successfully secured regarding the SVRO pilot and the amendment on s.60 helped amplify cross-party concerns about the power and the lack of transparency regarding its use. Our PCSC Bill work received wide media coverage and raised the profile of racial inequality in the criminal justice system within the sector, parliamentarians and the public. It also gave us greater insight into the use of equality impact assessments and the need for improvements in this area. For example, there is a lack of government focus on the cumulative negative impact of policies that may indirectly discriminate against Black, Asian and minority ethnic groups.

- **Section 60 stop-and-search police powers:** In May 2021, we submitted a super-complaint, calling for s60 (suspicion-less stop & search powers) to be repealed and for more effective scrutiny of all stop & searches. The Independent Office for Police Conduct, College of Policing and Her Majesty's Inspectorate of Constabulary are now conducting a thorough investigation. We provided feedback on the proposed methodology, as well as contacts for community organisations and individuals they could interview. Our report 'More Harm Than Good' raised the profile of the importance of scrutiny of police powers. Since its publication we have been contacted by the media, police forces and the Home Office to discuss our concerns and inform plans for improved scrutiny mechanisms. The recent Commission on Race and Ethnic Disparities (CRED) quoted our 'Stop & Scrutinise' report (2019). The government's response drew on our good principles of effective scrutiny and on evidence from our 'No Respect' report (2017). We also contributed to a working group run by the Mayor's Office for Policing and Crime (MOPAC) which led to the development of the Mayor of London's Action Plan 'Transparency, Accountability and Trust in Policing'. The Plan quoted our reports and MOPAC have since improved how community scrutiny panels in London access body worn video, in line with our recommendations.

In July 2021, the government published its 'Beating Crime Plan', which permanently relaxed conditions around the use of s60. We criticised the decision and its lack of transparency in an open letter, calling for the government to publish an updated Equality Impact Assessment, along with the evaluation of the s60 pilot scheme launched in 2019 which removed safeguards to the use of this power. We subsequently made Freedom of Information (Fol) requests for the release of findings of the s60 pilot scheme. Our Fol request for the release of findings and further request an internal review of the decision were both denied. We continue to request for publication of the evaluation through escalating the complaint with the Information Commissioner's Office. Our work has received media attention and the refusal to publish the s60 pilot findings was referred to during a House of Lords debate on the PCSC Bill which helped secure amendments to legislation on the proposed SVRO pilot.

- We worked with the Independent Custody Visitors Association (ICVA) and the Independent Monitoring Board (IMB) on collaborative projects to improve monitoring of race and gender issues in police and prison

custody and to increase the representation of their volunteers from Black, Asian and minority ethnic communities:

- 'Just Visiting' was published in December 2021. The report explores the effectiveness of independent custody visitors at monitoring race and equality in police custody. The findings indicated that a small number of custody visitors lack understanding of institutional racism and discrimination, and there is a need for custody visiting schemes to be more racially diverse to better reflect the people detained in police custody. The report also found a range of systemic barriers preventing custody visitors from monitoring race and gender equality effectively. Based on the findings of the report, ICVA has since published a race action plan to address many of the issues highlighted in the report and we will continue to work with them and other stakeholders, such as the Home Office and Police and Crime Commissioners, to promote and implement the recommendations.
- Towards Race Equality is a joint three-part project between the CJA and Independent Monitoring Boards (IMB), aimed at improving outcomes for Black, Asian and minority ethnic women held in prisons across England. The project included a survey of over 260 Black, Asian and minority ethnic and foreign national women in prison, which was co-produced with those with lived experience and translated into eight most common foreign languages spoken by prisoners across the women's estate at the time; a survey of HMPPS equality managers in women's prisons in England; as well as a survey of IMB members. The three reports were jointly launched in April 2022. The joint findings stand as a powerful testimony of the lived experiences of Black, Asian and minority ethnic women in custody and point to the urgent need to reinvigorate equalities work within prisons, train and support all staff to understand the specific issues for different cohorts of women; ensure that data is collected, analysed and acted on; and respond effectively to allegations of discrimination, with the assistance of specialist organisations. The report attracted media attention including BBC Radio 4 Woman's Hour.

- Further to our work with the MoJ Race Disparity team, guidance has now been issued for PCCs on commissioning services to meet the needs of Black, Asian and minority ethnic victims of crime along with an accountability framework. A new Female Offender Minority Ethnic Working Group (FOME) was formed by the MoJ, in part because of our influence on the ministerial Advisory Board for Female Offenders where we advocated for an increased focus on this part of the Female Offender Strategy. We influenced the FOME terms of reference and continue to provide advice and challenge through regular meetings. We also worked on a joint solution-focused project to identify actions to improve outcomes for Black, Asian and minority ethnic women in the criminal justice system. A ten-point action plan, 'Tackling Double Disadvantage' was published in January 2022, and we met with the IMB, Prisons and Probation Ombudsman and the Ministry of Justice to promote the recommendations.

b. Fit for purpose and diverse workforce

- Several recommendations from our 'Change from Within' report have been accepted: the Going Forward into Employment (GFIE) scheme has widened their recruitment criteria to include more people with lived experience into the criminal justice workforce, including people on licence. Regular meetings have been held, and the report discussed, with the MoJ, HMPPS and GFIE, and the probation workforce team along with our lived experience expert group. We welcomed the recruitment of a lived experience lead in the HMPSS team and the commitment from the Ministry of Justice to recruiting 200 people with lived experience into the probation service. We have also continued to regularly contribute to the HMPPS Lived Experience Engagement Network.
- In January 2022, we launched our new ELEVATE CJS (Elevating Lived Experience Voices, Advocacy, Training and Expertise in the Criminal Justice System) leadership programme. The objective of this unique and intensive London based pilot programme is to enable and encourage progression routes into senior positions for emerging lived experience leaders within the criminal and social justice sectors. The extensive and comprehensive co-production process included peer interviews by our Longford Trust intern with those with lived experience, regular consultation with our lived experience expert group, as well as scoping and drawing on the learnings from other leadership programmes and international good practice. The pilot will run for 30 months and will benefit at least 40 emerging leaders

and 40 employers who will be supported to offer work placements and develop inclusive senior leadership teams and workplace cultures. The project will be externally evaluated and learnings and resources will be shared widely with the sector. The response to the launch has been very positive, with other regions including Birmingham, Leeds and Cardiff also expressing an interest.

- We have continued our work exploring solutions to a more racially diverse criminal justice workforce drawing on focus group discussions and interviews with key stakeholders. We have made recommendations in various reports and consultation responses, and a specific briefing on this issue is due to be published in autumn 2022.

c. A restorative criminal justice system

- In June 2021, we joined the advisory board for the newly launched All Party Parliamentary Group on Restorative Justice. The APPGRJ launched an inquiry into the current state of restorative justice and practices across a range of criminal justice settings, as well as other settings such as schools. The CJA acted as an umbrella body to ensure that the voices of smaller, specialist organisations working in restorative justice/practice were heard. We were guided by our restorative expert group on the terms of reference for the APPGRJ's initial inquiry and secured the inclusion of several inquiry questions focusing on protected characteristics and service user involvement as a result. We collaborated with the Restorative Justice Council (the other 'umbrella body' on the APPG Advisory Group) and held a series of focus group discussions to gather insights to inform our responses to the inquiry. This collaborative approach enabled us to harness the breadth of the CJA criminal justice expertise, with the depth of the RJC's restorative expertise. As well as written evidence, we also gave oral evidence to the APPGRJ in July 2021 alongside a restorative practitioner who works with the police and in prisons and someone with lived experience of restorative justice. The inaugural report was published in September 2021 and included many of the recommendations we had put forward, including the need for a national action plan for restorative justice. As the APPGRJ is chaired by a Conservative MP the report can be promoted directly to the government by their own party, as well as helping secure cross-party support from other parliamentarians involved. We also published a briefing and held an online event for Peers to promote our amendment to the PCSC Bill, in partnership with CJA member Why Me?, to

increase the use of restorative justice through a national action plan. Although the amendment was withdrawn, it helped to raise awareness of restorative justice with Peers and built a coalition of support with parliamentarians and other stakeholders, including the Victims' Commissioner and Police and Crime Commissioners, which we hope will be useful in advance of the forthcoming Victims Bill, where we will seek the inclusion of a similar clause.

- We also co-produced a response to the Victims Bill consultation in February 2022, setting out measures to improve access to restorative justice and specialist services for young adults and Black, Asian and minority ethnic people who have been victims of crime. We have also contributed to Victims' Commissioner's working group on restorative justice with a focus on equality issues. We conducted a survey of victims' hubs about data they collected on victims' protected characteristics and presented the findings and recommendations at the national victims' conference in February 2022. This work will help inform our forthcoming work influencing the proposed Victims Bill as it makes its way through parliament in 2022.

4. International exchange: System-change knowledge exchange partnership

In partnership with RUBIKON Centrum (Czech Republic), Restorative Justice Nederland (Netherlands), and EDUKOS (Slovakia), we are conducting a project looking at best practices and systemic change of the criminal justice system - from a punitive to a more restorative approach. Two fieldtrips were conducted in the year - Czech Republic (August 2021) and Slovakia (March 2022). We also hosted a delegation visit to the UK in November 2021. We held a film screening of a short film by the Incarcerations Nations Network and panel discussion on lived experience leadership, including panelist from Just Leadership USA; a session on framing criminal justice communications and an event on the role of alliances in influencing criminal justice policy. We also visited The Social Pantry to learn more about its work supporting people leaving prison into employment, in partnership with Switchback, and the Koestler Arts annual art exhibition by people in prison and on probation. We used this opportunity to reflect more deeply on systemic change to influence the development of our strategy for 2022-27.

5. Organisational Development

Staff

Two new members of staff have joined the CJA this year: Deputy Director (May 2021), Senior Policy Officer (Oct 2021). We will also be joined in early 2022-23 by an Equalities Policy Officer, a Project Manager and Project Officer with lived experience to lead ELEVATE CJS, and a part-time Finance Administrator. These new roles are crucial to building the sustainability and capacity of the organisation, enabling us to grow our reach, profile and impact.

Lived experience internship programme

We have been pleased to continue our partnership with the Longford Trust, supporting people who are studying for a degree after they have left prison. We offered paid placements to two interns this year which provides vital work experience and networking opportunities to support their career progression. They have provided valuable additional capacity and expert insights to inform our work.

Monitoring and evaluation

An independent external evaluation of the CJA has been completed drawing on insights from over 100 members and stakeholders. We have taken forward the recommendations in our new five-year strategy for 2022-2027, with a focus on driving long-term, systemic change in the criminal justice system. Some of the key findings include:

- We have amplified the voices of over 30 small organisations in our policy work.
- CJA has built an active model of member engagement with good evidence that we had co-produced resources with members.
- We had notable communication strengths which helped members feel part of a bigger change network and understand the broader criminal justice system.
- We had successfully pivoted to urgently respond to the pandemic, with four in five members agreeing that our focused work, including the publication of the Routes to Recovery and Responding Restoratively to COVID-19 reports, was valuable and with HMPPS stating 'you are a mirror for us, and you give us a fresh perspective'.

We will build on the foundations set over the last three years, drawing on what we have learned and implementing many of the recommendations and ideas suggested in the evaluation. For example, working with an external evaluator, we will develop new real-time evaluation tools to measure our impact and we will commission independent

external evaluations of different aspects of the new strategy, including ELEVATE CJS and our race equality work.

Quality improvements

We have obtained Level One Trusted Charity accreditation, following a year-long process to strengthen our governance, financial management and impact measurement. We would like to thank our mentor Sue Newbury and Lloyds Bank Foundation for their support. We have also obtained Living Wage Employer accreditation.

Digital technology and communications

Our new website was launched in March 2021. It is increasingly a go-to resource on criminal justice issues as the number of visitors to our website has doubled over the last year. Our social media presence has also increased, thereby strengthening our engagement with members and other key stakeholders, as well as disseminating our work widely to a varied audience. We are exploring options to introduce a CRM to support our member and stakeholder management processes.

We have also continued to hold meetings, expert group consultations and policy forums online. The use of technology has enabled us to increase the volume of engagement with members beyond London. As restrictions ease, we will move towards a hybrid model of interactive in-person events to promote networking and connections, as well as continuing to hold online meetings to increase accessibility.

Taking on board suggestions from our research expert group, we have developed our weekly member bulletins to include a bi-monthly research bulletin, highlighting the latest evidence and national and international research to inform policy and practice. We have also introduced a bulletin for supporters of the CJA and continue to build on the 'Meet the Member' series of blogs.

Looking ahead: our plans for 2022-2023

Over the next year, we will build on our existing successful work and the momentum created. We will continue to articulate and promote the sector's vision of a fair and effective criminal justice system to policy makers, commissioners and the public. We will focus on a number of pro-active targeted policy projects on issues including community safety, reform of drug policy, remand, improving family ties and employment support for people leaving prison and restorative justice and practices.

We will continue to co-ordinate collaborative working to build a sector-wide shared understanding of systemic change. For example, we will launch the CJA Connections Club, a series of monthly events aimed at

breaking down silos and sharing learning, through organising site visits and groups discussions about criminal justice themed books, films, podcasts and theatre. We also plan to host the first annual CJA Research Symposium to bring together academics, members and people with lived experience to explore how we can achieve a more trusted criminal justice system.

Building on our work on constructive criminal justice journalism, we will work with the National Union of Journalists and universities to develop guidance and other resources for journalists and trainee journalists. We will support the sector's use of new communication tools, including the dissemination of the latest research findings from Frameworks UK.

We also look forward to implementing two new programmes:

- Tackling Racial Inequality: focusing on better understanding and adherence to the Public Sector Equality Duty and better-quality Equality Impact Assessments; and,
- ELEVATE CJS: our new lived experience leadership programme, to support career progression for people with lived experience and support for employers to develop inclusive workplace practices.

We will continue to strengthen our governance and oversight mechanisms. In the coming year, we plan to update our Memorandum and Articles to ensure they reflect our current practices and values. We will also develop processes to recruit new trustees and further increase our Board diversity with a focus on increasing the number of young adults, people from Black Asian and minority ethnic communities and people with lived experience of the criminal justice system. We also intend to set up an independent Fundraising Advisory Group to help us reach our ambitious fundraising targets to further grow our capacity and impact as we focus on driving systemic change in the criminal justice system.

Funders

We are hugely grateful to the AB Charitable Trust, Allen Lane Foundation, Barrow Cadbury Trust, Esmée Fairbairn Foundation, The Hadley Trust, Lloyds Bank Foundation, and Porticus UK, for their support during the year.

We are also thrilled to secure commitments from the Baring Foundation to support our Tackling Racial Inequality project; and Trust for London, Lloyds Bank Foundation and the Pocressi Initiative to support our ELEVATE CJS programme in 2022 and beyond.

Structure, governance and management

Criminal Justice Alliance is a company limited by guarantee, number 06331413, and a registered charity in England and Wales, number 1143038.

The organisation's Governing Document is its Articles of Association, incorporated 2 August 2007.

The charity is governed by a Board of Trustees. Trustees are elected at the Annual General Meeting or appointed between meetings by co-option. Trustees delegate day-to-day running of the charity to the Director and Deputy Director who report on operational performance through the Chair and financial performance through the Treasurer to the Board. Financial and fundraising reports are considered at each Board meeting. A Risk Register and Balanced Scorecard noting progress against the CJA business plan are also regularly considered by Trustees.

The Board currently has two permanent sub-committees:

- Finance and Resources Committee
- Policy and Communications Committee

All sub-committees operate under terms of references approved by the Board. This year we have also had time limited 'task and finish' groups on membership, Trusted Charity and strategy development. Trustees have also played a role in recruitment, chairing members meetings and providing a final peer review for CJA publications.

Selection and appointment of Trustees

The Board of Trustees may appoint new Trustees by general agreement, in particular where specialist skills are required.

New members are fully briefed on their obligations under charity and company law, and are given information on the decision-making processes, the financial performance of the Charity and the business plan.

Risk management

The Trustees have considered the major risks to which the Charity is exposed and established procedures to manage those risks. They have implemented reviews and procedures to mitigate those risks, including a review of risks and liabilities at every Board meeting.

Financial results

The results for the year ended 31 March 2022 are set out in the attached financial statements. Total incoming resources for the year were £333,380 (2021: £279,360). Expenditure for the year was £272,570 (2021: £232,466). The surplus for the year was thus £60,810 (2021: £46,894).

Fund balances carried forward at 31 March 2022 totalled £199,557 (2021: £138,747), of which £187,177 were unrestricted as to use (2021: £132,944).

The Trustees are satisfied with the financial performance of the Charity throughout the year and are happy this level of reserves meets the reserves policy below.

Reserves policy

The Trustees review the CJA's reserves policy annually. Considering the liabilities and costs associated with a reduction in the level of the charity's activities that might be caused by a reduction in funding, the Trustees have resolved that we should hold unrestricted reserves sufficient to cover not less than four months' anticipated expenditure and aim to increase unrestricted reserves to six months in due course. Year-end reserves of £187,177 comfortably represents more than four months' committed future expenditure.

Statement of board of trustees' responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations. Company law requires the trustees to prepare financial statements for each financial period. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the excess of expenditure over income for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and,

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. In addition, the trustees confirm that they are happy that content of the annual review in pages 2 to 11 of this document meet the requirements of both the Trustees' Annual Report under charity law and the Directors' Report under company law.

They also confirm that the financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014.

Preparation of the report

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006, and the exemptions available for smaller charities under the Statement of Recommended Practice.

This report was approved and authorised for issue by the Board of Trustees on 12 September 2022 and signed on its behalf by:


Kevin Wong (Oct 24, 2022 14:15 GMT+1)

Kevin Wong
Chair


Carol Hodson (Oct 24, 2022 14:52 GMT+1)

Carol Hodson
Treasurer

Independent examiner's report to the board of trustees of Criminal Justice Alliance

I report to the Trustees on my examination of the accounts of Criminal Justice Alliance (charity number 1143038, company number 06331413) for the year ended 31 March 2022 which are set out on pages 13 to 26.

Respective responsibilities of trustees and examiner

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act'). The Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 ('the 2011 Act') nor under Part 16 of the 2006 Act, and that an independent examination is needed.

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general directions given by the Charity Commission under section 145(5)(b) of the Charities Act; and,
- to state whether particular matters have come to my attention.

This report, including my statement, has been prepared for and only for the Charity's Trustees as a body. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body for my examination work, for this report, or for the statements I have made.

Basis of independent examiner's statement

My examination was carried out in accordance with general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the Trustees concerning any such matters.

The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report

is limited to those matters set out in the statement below.

Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England & Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or,
- the accounts do not accord with those records; or,
- the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or,
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Vanessa Suri

Vanessa Suri

Dated: 12 September 2022

24 Rowfant Road
London
SW17 7AS

Statement of Financial Activities

Incorporating the Income & Expenditure Account and the Statement of Recognised Gains & Losses
For the year ended 31 March 2022

	Notes	Unrestricted funds Year ended 31 Mar 2022 £	Restricted funds Year ended 31 Mar 2022 £	Total funds Year ended 31 Mar 2022 £	Total funds Year ended 31 Mar 2021 £
Income from:					
Donations and legacies	2	193,385	123,216	316,601	262,755
Charitable activities	3	16,580	-	16,580	16,275
Investments		199	-	199	330
Total income		210,164	123,216	333,380	279,360
Expenditure on:					
Raising funds	4 & 5	54,045	-	54,045	37,396
Charitable activities					
Policy work	4 & 6	29,523	106,639	136,162	143,753
CJA Awards	4 & 6	29,235	10,000	39,235	30,386
Membership support	4 & 6	43,128	-	43,128	20,931
Charitable activities		101,886	116,639	218,525	195,070
Total expenditure		155,931	116,639	272,570	232,466
Net income/(expenditure)		54,233	6,577	60,810	46,894
Transfer between funds	11	-	-	-	-
Net movement in funds		54,233	6,577	60,810	46,894
Reconciliation of funds:					
Total funds brought forward	11 & 12	132,944	5,803	138,747	91,853
Total funds carried forward	11 & 12	187,177	12,380	199,557	138,747

The notes on pages 15 to 26 form part of the financial statements.

Income from investments was unrestricted in both the current and prior periods.

Balance Sheet

As at 31 March 2022

	Notes	Total funds 31 Mar 2022		<i>Total funds</i> <i>31 Mar 2021</i>	
		£	£	£	£
Fixed assets					
Tangible assets	8		676		-
Current assets:					
Debtors & prepayments	9	7,698		7,306	
Cash at bank and in hand		419,978		275,419	
		427,676		282,725	
Liabilities:					
Creditors: amounts falling due within one year	10	(228,795)		(143,978)	
Net current assets/(liabilities)			198,881		138,747
Net assets/(liabilities)			199,557		138,747
The funds of the charity:					
Restricted funds	11 & 12		12,380		5,803
Unrestricted funds					
General funds	11 & 12	187,177		132,944	
Unrestricted funds			187,177		132,944
Total charity funds			199,557		138,747

The notes on pages 15 to 26 form part of the financial statements.

The financial statements have been prepared in accordance with section 415A of the Companies Act 2006 relating to small companies and FRS 102 Section 1A.

The charitable company is entitled to exemption from audit under section 477 of the Companies Act 2006 for the year ended 31 March 2022, and the members have not required the charitable company to obtain an audit of its financial statements for the year ended 31 March 2022 under section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of the accounts.

They were approved and authorised for issue by the Board of Trustees on 12 September 2022 and signed on their behalf by:

Kevin Wong

Kevin Wong (Oct 24, 2022 14:15 GMT+1)

Kevin Wong

Chair

Notes to the financial statements

1. Accounting policies

Basis of preparation of the financial statements

The financial statements have been prepared in accordance with 'Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition (effective 1 January 2019)', the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The effect of any event relating to the year ended 31 March 2022, which occurred before the date of approval of the financial statements by the Board of Trustees, has been included in the financial statements to the extent required to show a true and fair view of the state of affairs at 31 March 2022 and the results for the year ended on that date.

Under the exemption available to smaller charities the Board of Trustees has chosen not to include a Statement of Cash Flows within the financial statements.

The functional currency of the Charity is sterling and amounts in the financial statements are rounded to the nearest pound.

Going concern

The financial statements have been prepared on the going concern basis as the Board of Trustees is confident that future reserves and future income is more than sufficient to meet current commitments. There are no material uncertainties that impact this assessment, and the ongoing COVID-19 pandemic has had no material impact on this assessment.

Legal status

Criminal Justice Alliance is a charitable company registered in England & Wales and meets the definition of a public benefit entity. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member. The registered address is CH2.26 Chester House, Kennington Park, 1-3 Brixton Road, London, SW9 6DE.

Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or that have been raised by the Charity for particular purposes. The cost of raising and

administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in note 11 of the financial statements.

Income

Income is recognised when the Charity has entitlement to the funds, any performance indicators attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations are recognised in full in the Statement of Financial Activities when entitled, receipt is probable and when the amount can be quantified with reasonable accuracy. Gift aid receivable is included when claimable.

Grant income is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless the grant relates to a future period, in which case it is deferred.

Membership income is credited to the Statement of Financial Activities when received or receivable, whichever is earlier, and is recognised in full at this point as opposed to deferred across the membership period.

Other income from charitable activities is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless it relates to a specific future period or event, in which case it is deferred.

Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities.

Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to total direct costs allocated to each project area, as outlined in note 5 of the financial statements.

Irrecoverable VAT is charged against the category of expenditure for which it was incurred.

Tangible fixed assets and depreciation

All assets costing more than £500 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their residual value, over their useful life, on the following basis:

Computer equipment	3 years
--------------------	---------

Cash at bank and in hand

Cash at bank and in hand includes cash in hand, deposits with banks and funds that are readily convertible into cash at, or close to, their carrying values, but are not held for investment purposes.

Debtors and prepayments

Trade and other debtors are recognised at the settlement amount after any trade discount is applied. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and accruals

Creditors are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably.

Financial instruments

Basic financial instruments are measured at amortised cost other than investments which are measured at fair value.

Critical estimates and judgements

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The annual depreciation charge for tangible fixed assets is sensitive to changes in useful economic lives and residual values of assets. In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial period.

Pensions

The Charity operates a defined contribution pension scheme which is administered by an external independent pension provider. Contributions are recognised in the Statement of Financial Activities as they fall due.

2. Income from donations and legacies

	Unrestricted funds Year ended 31 Mar 2022 £	Restricted funds Year ended 31 Mar 2022 £	Total funds Year ended 31 Mar 2022 £
Grants			
AB Charitable Trust	10,000	-	10,000
Action for Race Equality	2,750	-	2,750
Allen Lane Foundation	5,000	-	5,000
Barrow Cadbury Trust	-	45,000	45,000
Erasmus Plus	-	7,416	7,416
Esmee Fairbairn Foundation	35,000	-	35,000
The Hadley Trust	50,000	-	50,000
Lloyds Bank Foundation	-	70,800	70,800
Porticus UK	89,986	-	89,986
Grants	192,736	123,216	315,952
Donations	649	-	649
	193,385	123,216	316,601
	<i>Unrestricted funds Year ended 31 Mar 2021 £</i>	<i>Restricted funds Year ended 31 Mar 2021 £</i>	<i>Total funds Year ended 31 Mar 2021 £</i>
Grants			
AB Charitable Trust	7,500	-	7,500
Barrow Cadbury Trust	-	35,000	35,000
Esmee Fairbairn Foundation	52,500	-	52,500
Evan Cornish Foundation	1,333	-	1,333
The Hadley Trust	33,750	20,000	53,750
Lloyds Bank Foundation	-	52,510	52,510
Porticus UK	59,992	-	59,992
Grants	155,075	107,510	262,585
Donations	170	-	170
	155,245	107,510	262,755

3. Income from charitable activities

	Unrestricted funds Year ended 31 Mar 2022 £	Restricted funds Year ended 31 Mar 2022 £	Total funds Year ended 31 Mar 2022 £
Membership subscriptions	16,580	-	16,580
	16,580	-	16,580

	<i>Unrestricted funds Year ended 31 Mar 2021 £</i>	<i>Restricted funds Year ended 31 Mar 2021 £</i>	<i>Total funds Year ended 31 Mar 2021 £</i>
Membership subscriptions	<i>16,275</i>	<i>-</i>	<i>16,275</i>
	<i>16,275</i>	<i>-</i>	<i>16,275</i>

4. Total expenditure

	Direct staff costs Year ended 31 Mar 2022 £	Direct other costs Year ended 31 Mar 2022 £	Indirect costs Year ended 31 Mar 2022 £	Total costs Year ended 31 Mar 2022 £
Raising funds	37,437	1,200	15,408	54,045
Charitable activities				
Policy work	83,967	13,375	38,820	136,162
CJA Awards	3,495	24,554	11,186	39,235
Membership support	30,205	627	12,296	43,128
Charitable activities	117,667	38,556	62,302	218,525
	155,104	39,756	77,710	272,570
	<i>Direct staff costs Year ended 31 Mar 2021 £</i>	<i>Direct other costs Year ended 31 Mar 2021 £</i>	<i>Indirect costs Year ended 31 Mar 2021 £</i>	<i>Total costs Year ended 31 Mar 2021 £</i>
Raising funds	<i>14,761</i>	<i>14,775</i>	<i>7,860</i>	<i>37,396</i>
Charitable activities				
Policy work	<i>96,739</i>	<i>16,801</i>	<i>30,213</i>	<i>143,753</i>
CJA Awards	<i>5,989</i>	<i>18,011</i>	<i>6,386</i>	<i>30,386</i>
Membership support	<i>16,060</i>	<i>472</i>	<i>4,399</i>	<i>20,931</i>
Charitable activities	<i>118,788</i>	<i>35,284</i>	<i>40,998</i>	<i>195,070</i>
	<i>133,549</i>	<i>50,059</i>	<i>48,858</i>	<i>232,466</i>

An analysis of expenditure on raising funds can be found in note 5.

An analysis of expenditure on charitable activities can be found in note 6.

An analysis of staff costs can be found in note 7.

Indirect costs comprise of the following expenses:

Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to total direct costs allocated to each project area.

	Total costs Year ended 31 Mar 2022 £	Total costs Year ended 31 Mar 2021 £
Indirect staff costs	40,283	<i>10,762</i>
Other people costs	4,351	<i>3,007</i>
Professional services	12,067	<i>13,109</i>
Premises and administrations	19,697	<i>20,474</i>
Governance	1,312	<i>1,506</i>
	77,710	<i>48,858</i>

Governance costs comprise of the following expenses:

	Total costs Year ended 31 Mar 2022 £	<i>Total costs Year ended 31 Mar 2021 £</i>
Statutory accounts production	1,080	<i>1,080</i>
Independent examination	150	<i>150</i>
Trustee recruitment and training	9	<i>276</i>
Other	73	<i>-</i>
	1,312	<i>1,506</i>

5. Expenditure on raising funds

	Unrestricted funds Year ended 31 Mar 2022 £	Restricted funds Year ended 31 Mar 2022 £	Total funds Year ended 31 Mar 2022 £
Direct staff costs	37,437	-	37,437
Direct other costs	1,200	-	1,200
Indirect costs	15,408	-	15,408
	54,045	-	54,045

	<i>Unrestricted funds Year ended 31 Mar 2021 £</i>	<i>Restricted funds Year ended 31 Mar 2021 £</i>	<i>Total funds Year ended 31 Mar 2021 £</i>
Direct staff costs	<i>14,761</i>	<i>-</i>	<i>14,761</i>
Direct other costs	<i>14,775</i>	<i>-</i>	<i>14,775</i>
Indirect costs	<i>7,860</i>	<i>-</i>	<i>7,860</i>
	<i>37,396</i>	<i>-</i>	<i>37,396</i>

6. Expenditure on charitable activities

	Unrestricted funds Year ended 31 Mar 2022 £	Restricted funds Year ended 31 Mar 2022 £	Total funds Year ended 31 Mar 2022 £
Policy work			
Direct staff costs	11,049	72,918	83,967
Direct other costs	602	12,773	13,375
Indirect costs	17,872	20,948	38,820
	29,523	106,639	136,162
CJA Awards			
Direct staff costs	3,495	-	3,495
Direct other costs	14,554	10,000	24,554
Indirect costs	11,186	-	11,186
	29,235	10,000	39,235
Membership support			
Direct staff costs	30,205	-	30,205
Direct other costs	627	-	627
Indirect costs	12,296	-	12,296
	43,128	-	43,128
	101,886	116,639	218,525
	<i>Unrestricted funds Year ended 31 Mar 2021 £</i>	<i>Restricted funds Year ended 31 Mar 2021 £</i>	<i>Total funds Year ended 31 Mar 2021 £</i>
Policy work			
Direct staff costs	27,573	69,166	96,739
Direct other costs	3,087	13,714	16,801
Indirect costs	14,725	15,488	30,213
	45,385	98,368	143,753
CJA Awards			
Direct staff costs	4,000	1,989	5,989
Direct other costs	-	18,011	18,011
Indirect costs	6,386	-	6,386
	10,386	20,000	30,386
Membership support			
Direct staff costs	16,060	-	16,060
Direct other costs	472	-	472
Indirect costs	4,399	-	4,399
	20,931	-	20,931
	76,702	118,368	195,070

7. Staff costs

	Total costs Year ended 31 Mar 2022 £	<i>Total costs Year ended 31 Mar 2021 £</i>
Gross salaries	169,276	126,724
Employer's NIC	14,478	9,002
Employer's pension	11,633	8,585
	<u>195,387</u>	<u>144,311</u>

The average headcount during the year was 5 persons (2021: 3 persons).

One employee received employee emoluments between £60,000 and £69,999 (2021: One employee).

The total employee emoluments paid to key management personnel during the year was £127,515 (2021: £73,805).

8. Tangible fixed assets

	Computer equipment £	Total £
Cost		
At 1 April 2021	-	-
Additions in the year	729	729
At 31 March 2022	<u>729</u>	<u>729</u>
Accumulated depreciation		
At 1 April 2021	-	-
Charge for the year	53	53
At 31 March 2022	<u>53</u>	<u>53</u>
Net book value		
At 1 April 2021	-	-
At 31 March 2022	<u>676</u>	<u>676</u>

9. Debtors and prepayments

	Total costs Year ended 31 Mar 2022 £	<i>Total costs Year ended 31 Mar 2021 £</i>
Trade receivables	245	355
Prepayments	2,680	2,206
Rent & IT deposit	4,745	4,745
Other debtors	28	-
	<u>7,698</u>	<u>7,306</u>

10. Creditors – amounts falling due within one year

	Total costs Year ended 31 Mar 2022 £	<i>Total costs Year ended 31 Mar 2021 £</i>
Accounts payable	2,205	2,230
Accruals	2,214	1,475
Deferred income	216,689	135,607
HMRC liability	5,926	3,850
Pension liability	1,761	816
	228,795	143,978

Deferred income consists of grant income received in the current financial year for activities happening in the next and is broken down as follows:

	Total costs Year ended 31 Mar 2022 £	<i>Total costs Year ended 31 Mar 2021 £</i>
Brought forward	135,607	119,432
Amount released to income in year	(135,607)	(119,432)
Amount deferred in year	216,689	135,607
Balance carried forward	216,689	135,607

11. Analysis of charity funds

	Balance brought forward Year ended 31 Mar 2022 £	Income for the period Year ended 31 Mar 2022 £	Expenditure in the period Year ended 31 Mar 2022 £	Transfers between funds Year ended 31 Mar 2022 £	Balance carried forward Year ended 31 Mar 2022 £
Unrestricted funds					
General fund	132,944	210,164	(155,931)	-	187,177
Unrestricted funds	132,944	210,164	(155,931)	-	187,177
Restricted funds					
Barrow Cadbury Trust – Connecting for Change	-	35,000	(35,000)	-	-
Barrow Cadbury Trust – CJA Awards	-	10,000	(10,000)	-	-
Erasmus Plus	5,803	7,416	(7,416)	-	5,803
Lloyds Bank Foundation	-	64,223	(64,223)	-	-
Lloyds Bank Foundation – ELEVATE	-	6,577	-	-	6,577
Restricted funds	5,803	123,216	(116,639)	-	12,380
Total funds	138,747	333,380	(272,570)	-	199,557

Barrow Cadbury – Connecting for Change

A three-year grant to support the work of the CJA ‘Connecting for Change’ strategy for a fair and effective criminal justice system.

Barrow Cadbury – CJA Awards

Support towards the annual Criminal Justice Alliance Awards.

Erasmus Plus

To support CJA participation in the Erasmus Plus Knowledge Exchange partnership on systems-change in criminal justice.

Lloyds Bank Foundation

A three-year grant as part of the Lloyds Bank Foundation Criminal Justice National Programme with a focus on restorative justice and restorative practices; supporting young adult and Black, Asian and minority ethnic victims of crime and reparative community sentences.

Lloyds Bank Foundation – ELEVATE

A new grant from Lloyds Bank Foundation for ELEVATE which commenced in April 2022.

	<i>Balance brought forward Year ended 31 Mar 2021 £</i>	<i>Income for the period Year ended 31 Mar 2021 £</i>	<i>Expenditure in the period Year ended 31 Mar 2021 £</i>	<i>Transfers between funds Year ended 31 Mar 2021 £</i>	<i>Balance carried forward Year ended 31 Mar 2021 £</i>
Unrestricted funds					
General fund	75,192	171,850	(114,098)	-	132,944
Unrestricted funds	<u>75,192</u>	<u>171,850</u>	<u>(114,098)</u>	<u>-</u>	<u>132,944</u>
Restricted funds					
Barrow Cadbury Trust - Connecting for Change	-	35,000	(35,000)	-	-
Barrow Cadbury Trust - PCC round tables	1,948	-	(1,948)	-	-
Erasmus Plus	5,803	-	-	-	5,803
The Hadley Trust - CJA Awards	-	20,000	(20,000)	-	-
Lloyds Bank Foundation	5,593	52,510	(58,103)	-	-
Lush Charity Pot	3,050	-	(3,050)	-	-
Winston Churchill Memorial Trust	267	-	(267)	-	-
Restricted funds	<u>16,661</u>	<u>107,510</u>	<u>(118,368)</u>	<u>-</u>	<u>5,803</u>
Total funds	<u>91,853</u>	<u>279,360</u>	<u>(232,466)</u>	<u>-</u>	<u>138,747</u>

Barrow Cadbury – PCC round table

A single grant in support of a briefing for Police and Crime Commissioners (PCCs) and PCC election candidates and related launch events at two party conferences.

The Hadley Trust – CJA Awards

Support towards the annual Criminal Justice Alliance Awards.

Lush Charity Pot

A single grant in support of our work on stop & search and effective scrutiny and accountability of police powers.

Winston Churchill Memorial Trust

In support of an international joint event with the Winston Churchill Memorial Trust on sharing global good practice in criminal justice.

12. Analysis of net assets

	Unrestricted funds	Restricted funds	Total funds
	Year ended	Year ended	Year ended
	31 Mar 2022	31 Mar 2022	31 Mar 2022
	£	£	£
Fixed assets	676	-	676
Current assets	306,500	121,176	427,676
Current liabilities	(119,999)	(108,796)	(228,795)
	187,177	12,380	199,557

	<i>Unrestricted funds</i>	<i>Restricted funds</i>	<i>Total funds</i>
	<i>Year ended</i>	<i>Year ended</i>	<i>Year ended</i>
	<i>31 Mar 2021</i>	<i>31 Mar 2021</i>	<i>31 Mar 2021</i>
	<i>£</i>	<i>£</i>	<i>£</i>
Current assets	226,561	56,164	282,725
Current liabilities	(93,617)	(50,361)	(143,978)
	132,944	5,803	138,747

13. Trustee remuneration

During the year, no trustee received any remuneration (2021: £Nil). No members of the Board of Trustees received reimbursement of expenses for travel to meetings (2021: £Nil).

14. Related party transactions

During the year there were no related party transactions (2021: £Nil) other than total unrestricted donations of £150 from trustees (2021 - £Nil).

Accounts

Criminal Justice Alliance

Annual report and financial statements

Year ended 31 March 2021

Charity number 1143038

Company number 06331413

**Criminal
Justice
Alliance**

Contents

Introduction	2
Legal and administrative information	3
Trustees' annual report	4
Independent examiner's report	12
Statement of financial activities	13
Balance sheet	14
Notes to the financial statements	15

Introduction

Like many others in the charity sector, the past year has presented huge challenges for the Criminal Justice Alliance (CJA) and our members working towards a fair and effective criminal justice system. That system was 'stress tested' by the pandemic and was found wanting.

As the new Chair of the CJA, I have been honoured to witness the CJA rise to the occasion, harnessing the experiences and expertise of its members, to shine a light on those areas where urgent action was needed. And those areas were unfortunately plentiful, from prisoners locked in their cells for 23 and a half hours a day, to victims of domestic violence trapped at home with their abusers. Over the past year the CJA has made evidence-based and realistic recommendations for change, shared good practice and held government to account. It will continue to do so through-out the period of 'recovery' to ensure lessons are learnt and the system 'builds back better' for the future.

In a year where racial inequality in the criminal justice system was in the spotlight, the CJA has doubled down on its commitment to address race disparity, from securing new national guidance on community scrutiny of stop and search, to drawing together policy makers and practitioners to discuss increasing the recruitment, retention and progression of Black, Asian and minority ethnic people in the criminal justice workforce.

The Board have been hugely grateful for the hard work, passion and dedication of the small staff team led by Director Nina Champion. Two new members of staff; Amal Ali (Policy Officer) and Jamie Morrell (Communications and Engagement Officer), started at the CJA just as the country went into the first lockdown, so have had to 'learn the ropes' while working remotely and responding to a rapidly changing criminal justice environment.

We have also been fortunate to have had the expertise and enthusiasm of three paid Longford Trust interns; Jason Grant-Rowles, Paul Grady and Victoria Ebun. They have provided crucial assistance with policy and

research tasks, as well as communications and our annual awards. Following our 'Change from Within' report, published in 2019, we are proud to 'walk the walk' and employ people with lived experience of the criminal justice system. In our policy work we continue to promote lived experience leadership and advocate for barriers to be removed. And we are glad to see increasing signs of this.

We continue to secure engaging keynote speakers at our members meetings. This year we heard from Lib Peck (Director of the London Violence Reduction Unit), Alex Chalk MP (Justice Minister for race disparity and victims), Martyn Underhill (Police and Crime Commissioner for Dorset) and Charlie Taylor (the new Chief Inspector of Prisons). We are grateful to all our speakers and expert panellists who have contributed to our events.

Our annual awards in November 2020 showcased creativity and resilience in what has been a tumultuous year. Our big thanks to energetic awards host Junior Smart for helping everyone feel valued and celebrated, despite being a virtual event this year and to our esteemed judges, the decisions get more difficult every year!

I am very grateful to the Board of trustees, who have played such a crucial role over the past year in taking the CJA from strength to strength and whose diversity of thought and experience enriches our decision-making. This year we bid a sad farewell to former trustee and Chair John Drew MBE. John's wisdom and commitment to a fairer and more effective criminal justice system was second to none and we thank him for all his work over the years. We are delighted to have welcomed Kimberley Lamb, Head of the Bedfordshire Violence and Exploitation Reduction Unit, as a new trustee and look forward to working with her. I would also like to extend particular personal thanks to our new Treasurer Carol Hodson and our Vice-Chair Lucy Jaffe for their support and expertise.

Kevin Wong

Kevin Wong

Chair

Legal and administrative information

Board of Trustees	Kevin Wong John Drew Lucy Jaffé Carol Hodson Geoff Bayliss Carolyn Burge Kimberley Campbell-Lamb Caroline Drummond Prof. Rodney Morgan Tebussum Rashid Nadine Smith	Chair (from 1 September 2020) Chair (until 31 August 2020 – resigned as trustee – 1 January 2021) Vice Chair Treasurer (from 27 April 2020) Treasurer (resigned as Treasurer & trustee 27 April 2020) (appointed 24 September 2020)
Director & Co. Secretary	Nina Champion	
Charity registration no.	1143038	
Company registration no.	06331413	
Registered address	V111 Vox Studios Durham Street London SE11 5JH	
Independent examiner	Vanessa Suri 24 Rowfant Road London SW17 7AS	
Accountant	Andy Nash Accounting & Consultancy Ltd Units 24 & 25 Goodsheds Container Village Hood Road, Barry CF62 5QU	
Principal bankers	Co-operative Bank plc Blaise Pascal House 100 Pavilion Drive Brackmills Northampton NN4 7WZ	
Solicitors	Russell Cooke Solicitors 2 Putney Hill London SW15 6AB	

Trustees' annual report

The Board of Trustees, who are also directors of the Charity for the purposes of the Companies Act, and trustees for charity law purposes, submit their annual report and the financial statements of Criminal Justice Alliance for the year ended 31 March 2021. The Board of Trustees confirms that the annual report and financial statements of the Charity comply with current statutory requirements, including the Charity Act 2011, as well as the requirements of the Charity's governing document and the provisions of the 'Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition (effective 1 January 2019)', the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Objectives

The principal aims of the CJA are to promote the reduction and prevention of crime, the rehabilitation of offenders and (so far as it is exclusively charitable) the welfare of offenders' families and dependants. The charity promotes or assists in the promotion of the sound administration of the criminal justice system. Trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

The CJA is a coalition of member organisations working across the criminal justice system in England and Wales in areas including prevention, policing, prisons, probation and victim services. Members include charities, professional associations, think tanks and research bodies, all committed themselves to achieving a fairer and more effective criminal justice system in accordance with our charitable objectives. At the end of the reporting year we had 160 members (including three associate members). A full list of current members can be found at <http://criminaljusticealliance.org.uk/members/>.

Principal activities of the year

1. Engaging members to draw together expertise and build a vibrant network for change

Members Meetings

Due to the pandemic, Members Meetings have moved to an online format. As a result, members from across England and Wales have been able to more easily attend and hear from our high-profile key-note speakers and expert panellists. Discussion topics included mental health and wellbeing, race equality, the future of policing and a public-health approach to tackling violent crime. Meetings were written up into blogs on our website and the recordings were posted on our YouTube channel to disseminate the learning more widely across the sector. A justice minister, giving a keynote speech at one of our Members Meetings, said:

'We feel that the alliance, which creates networks, which distils expert insights, is really important to government.'

We also continue to get positive feedback from members attending the meetings. One member recently commented:

'The meeting this morning was fantastic. Such an interesting bunch of speakers. You are leading the pack if you don't mind me saying so.'

Events

Throughout the year we have held a number of events on topical issues, for example we organised an event with the Deputy Director for HM Prison and Probation Service Insights and three of her colleagues working on the issues of families, education and employment. The meeting was convened in response to our 'Routes to Recovery' report, which HMPPS were using to inform their 'learning the lessons' work. Members had the opportunity to pose questions to the senior officials as we entered the third national lockdown, providing them with a valuable opportunity to share their concerns, ideas and good practice. The Deputy Director said at the event:

'Your report and the experiences of the voluntary sector and others are so important for us because you are a mirror for us, and you give us a fresh perspective. And you often bring a nuance to our understanding. So, I just want to say thank you and I do find it really helpful. I particularly love it when we look at joint problem-solving together, where we look at what's gone well and what are the opportunities to do things better.'

Expert groups

We have convened a number of expert groups throughout the year to support our systemic work, as

well as to help co-produce our briefings and policy consultation responses.

Our expert group on remand has met several times with senior officials and been in correspondence with the Secretary of State for Justice on issues such as the urgent need for court-based Bail Information Services, as well as raising concerns about the extension of custody time limits due to the pandemic.

We held twelve separate expert groups on the impact of the pandemic across the criminal justice system on a variety of topics including education, substance misuse, victim services and families. These insights and experiences formed the basis of our 'Routes to Recovery' report.

Our stop & search expert group co-produced our response to the Home Office consultation on Serious Violence Reduction Orders (SVRO) and we also carried out a focus group with Voyage's Youth Advisory board meeting to seek the views of young people. The group have also advised the CJA on the development of our super-complaint focusing on suspicion-less searches and ineffective scrutiny of stop and search powers.

Our expert group on scrutiny and accountability co-produced our response to the Ministry of Justice's consultation on strengthening the independent scrutiny bodies through legislation, as well as advising us on the early stages of our work on community scrutiny in police and prison custody.

We set up a new expert group on employment who contributed views on the Education Select Committee's inquiry into prison education and skills for employment. This group will also help to inform and advise on our 'Positive Pathways from Prison' advocacy work.

Our Police and Crime Commissioner (PCC) expert group informed plans for refreshing our 'Public Safety, Public Trust' briefing given the delayed election. The expert group advised on updated case studies and contributed to two new sections on responding to the pandemic and reducing racial disparities.

Our restorative expert group contributed to our work on the Victims Code, the Independent Commission into the Experience of Victims and Long-Term Prisoners and the forthcoming Victims Law.

We have also set up a research expert group and as a result we are now producing a bi-monthly research-focused bulletin for members and have increased the number of research focused blogs.

'I just wanted to let you know how informative and useful the research bulletin is – really pleased to see it arrive in my inbox and be able to access the papers talked about in it in full! Really great addition to the bulletins you already send out.' – CJA member

Annual CJA Awards and Media Awards

Our virtual awards ceremony brought some much-needed celebration and recognition to organisations in such a challenging year. Outstanding organisations included Unlock and Children Heard and Seen. Outstanding Individual was Brendan Ross, Peer Circles Manager at St. Giles Trust. Our Lifetime Achievement Award went to Leroy Logan MBE, for his work in tackling racism in policing. Our Media Awards saw Symeon Brown from Channel Four win Outstanding Journalist, Prison Bag podcast win Digital Champion and The Punch on BBC Radio 4 win best documentary.

Our expert judges, including a barrister, former prison governor and Chair of the National Union of Journalists Ethics Council, had an incredibly difficult task. The You Tube recording has been watched over 700 times and the feedback was very positive about the value of the awards to the sector:

'Great, witty, authentic and compassionate hosting by Junior Smart! Array of new organisations to us that we have now signposted beneficiaries to. Generally inspiring! Showcase of good practice and 'changemaker' organisations.' (CJA Awards attendee)

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

Consultation responses and policy briefings

Throughout the year we have responded to a range of policy consultations from the Home Office, Ministry of Justice and Select Committee inquiries on topics including Serious Violence Reduction Orders, Arms-Length Scrutiny Bodies, the revised Victims Code and the impact of Covid-19.

We have also produced a number of policy briefings including a compendium of member responses to the wide-ranging sentencing white paper covering issues from criminal record reform to the impact on people with protected characteristics.

We also contributed to policy work co-ordinated by our members, for example the JUSTICE youth justice working party, as well as taking the lead co-ordinating the cross-sector response to racially discriminatory clauses in the Police, Crime, Sentencing and Courts Bill which resulting in over 70 organisations signing an open letter to the Prime Minister.

During the pandemic we collected case studies from members on the inadequacy of the prison discharge grant and the need for internet enabled mobile phones. The Justice Secretary has since agreed to calls for a review of the discharge grant.

Our work influencing on issues around sentencing during COVID-19 resulted in the Sentencing Council publishing an update for judges highlighting the need

for consideration of the 'heavier impact' of custodial sentences during this time.

Following regular briefings to the Justice Select Committee throughout the pandemic, they echoed our calls for the Ministry of Justice to publish plans to support the mental health of people in prison and to review of the discharge grant for prison leavers.

The Justice Select Committee also published its report on the ageing prison population, which the CJA and members provided evidence for. Many of our recommendations were included in the report including greater training and oversight for peer 'buddies' who care for older people in prison.

Advisory Roles

During the year Director Nina Champion has contributed advice and expertise to several advisory groups.

In response to the pandemic, Nina was invited to contribute to the Reducing Reoffending 3rd Sector Advisory Group (RR3) Covid-19 Special Interest Group to help inform the immediate response in prisons and probation and the longer-term recovery.

Nina continues to attend the ministerial Advisory Board on Female Offenders (ABFO), where she has successfully raised issues regarding reducing the number of women remanded into custody, resulting in more bail information services being provided during the pandemic, as well as securing a specific strand of work in the Ministry of Justice focused on improving outcomes for Black, Asian and minority ethnic women.

As a result of our report 'Change from Within', Nina helped to convene a sub-group of the HMPPS Service User Advisory Group, focused on improving the pipeline for service users to gain paid employment in the criminal justice sector. The group has since successfully informed plans for the probation workforce strategy and the civil service second chances scheme 'Going Forward into Employment' to promote roles for people with lived experience and remove barriers to their employment.

Nina regularly attends meetings of the Transition2Adulthood campaign group to help inform and promote the distinct needs of young adults in our advocacy work and has contributed to an advisory group on diversion led by Transform Justice.

CJA Policy Officer Amal Ali contributed to an advisory group for the Mayor's Office for Policing And Crime in London (MOPAC) on improving trust and confidence and has also attended HMPPS Re:Hub meetings on restorative justice issues.

Throughout the year Nina and Amal have also contributed to various round table meetings hosted by the Home Office, Victims Commissioner's Office, shadow justice team and Association of Police and Crime Commissioners.

Communications

Communications and Engagement Officer Jamie Morrell has worked with web design company Highscore to develop and launch a new website for the CJA, in order to increase engagement and utility to our members and others with an interest in criminal justice issues. As well as a more attractive and user-friendly layout, the website includes new features including an online member application form, a search function for finding relevant member organisations and link to make donations. Members have responded positively:

'Just wanted to say congratulations on the new website! It's looking great and is such an improvement!'

'In a nutshell, it's great! I think being able to search the site by focus is fantastic for both members and visitors to the site, that you can do this on all pages is a real bonus and I think the help and advice page for other visitors with support agencies is fab too.'

We have developed our social media presence with more frequent and engaging posts. We now have over 14k Twitter followers and our impressions (the number of people who have seen our posts) have risen over the year peaking at 550k in November 2020 during the awards ceremony. Our engagement rates on Twitter, our website and our weekly bulletins have also increased over the year as a result of having a specific post focused on publishing regular and engaging content.

'I love the quality of communications and information. It's solid, 'meaty' and really informative.' (CJA member)

We have secured a wide range of sector-specific media opportunities including articles in Probation Quarterly, Policing Insights, Police Professional, the Justice Gap, Inside Time, as well as CJA's Director featuring in an episode of the Justice Focus Podcast. We have also secured national media coverage in The Independent, The I and The Voice for our work highlighting how the Sentencing Bill will entrench racial disparities.

We have significantly increased the number of blogs over the year including a new series called 'Meet the Member' which highlight the work of our member organisations.

'Just wanted to say the members blog you put out was so encouraging and uplifting. Lots of lovely comments from the community and sector has shown what an appetite and will there is for our specialist provision. We don't always get to hear that which such clarity.' (CJA member)

Staff and trustees have all received training in re-framing principles and have worked to incorporate the learning into our communications. Nina is also working with The Frameworks Institute as part of the Positive Pathways from Prison project.

3. Build the capacity of small organisations and people with lived experience to influence change

Lived Experience Expert Group

We held several meetings of our lived experience expert group throughout the year. The group has been advising the CJA on the development of a leadership programme to support people with lived experience into leadership and influencing roles in the sector. Their feedback and advice has been crucial to the co-production of the programme design which we are now in the process of raising funds to implement. The group enjoyed meeting lived experience leaders from California on an online call to understand good practice models of leadership development in the States. We are very grateful to Longford Intern Jason Grant-Rowles for all his hard work carrying out peer interviews to inform the programme as well as trustee CJ Burge who Chairs the group.

The expert group also inputted into a letter to the Victims Policy Lead at the Ministry of Justice ahead of the Prime Ministers Hidden Harms Summit and the group also met with representatives from the Probation Workforce Strategy team and the Going Forward into Employment (GFIE) team to provide valuable feedback on increasing opportunities for people with lived experience in the criminal justice workforce.

Longford internships

We have been fortunate to have worked in partnership with The Longford Trust, who support people in prison or who have left prison with scholarships to go to university. As part of their offer, they seek employers who will offer paid internships to give valuable work experience opportunities to the Scholars. Throughout the last year we have employed three Longford Scholars paid the London Living Wage on part-time three-month contracts. They have been involved in a range of policy, research, communications and event organising tasks. Their contribution to the CJA staff team has been invaluable and the learning we have gained from the experience has informed the development of our lived experience leadership programme.

One intern wrote in a blog:

'I have to say the whole experience from the first day to the last was enlightening and enjoyable. I was often asked to provide my thoughts and ideas throughout the process, which I felt were valued and acted upon. The Criminal Justice Alliance is important because it brings all these organisations together to change the world a little at a time. I felt privileged to have played a part in that.'

Fee structure

We continue to support small organisations through our tiered membership fee structure, with a lower tier introduced in 2019. As a result, we have 19 members

who fall into that category. We are exploring the use of a new database to better track our work with members in future. We want to better target our engagement to ensure we are meeting the needs of our smaller members, in particular those outside of London, some of whom have given us the feedback below:

'I like being kept abreast of opportunities and changes within the sector, but most of all I appreciate being able to pick up the phone to exchange ideas, offload or get some genuine advice. This matters a lot when your organisation isn't in London.'

'It can feel as a smaller charity that you're isolated, but being a CJA member helps us understand the role we play in the wider currents of the sector. It reminds us that we're one part of a greater whole.'

'[One of the reasons] we are a member is that we don't have a policy and campaigns team, so we rely on organisations like the Criminal Justice Alliance to amplify our voice and raise key issues with policy makers on our behalf.'

Legal action and policy influencing workshops

We have been delighted to have taken part in delivering a series of workshops aimed at small, grassroots organisations working with Black, Asian and minority ethnic organisations. The workshops, led by EQUAL and Liberty, will increase their understanding of how to influence policy and take legal action to achieve policy change to tackle race disparity.

4. Adopt a systemic approach to influencing change looking at 'golden threads' across the criminal justice pathway:

Effective Scrutiny and Accountability

We are excited to have started two new projects focused on improving equalities monitoring in police and prison custody with a focus on race and gender. We are working with the Independent Monitoring Board (IMB) Secretariat and Chairs of the Women's Estate IMBs to implement surveys of equality leads in the women's estate and on the IMBs. Our Longford Intern working with Policy Officer Amal and a focus group of Black, Asian and minority ethnic women with lived experience of prison to develop survey questions which will be distributed to women in custody to capture their experiences.

This year we also started a parallel project with the Independent Custody Visitors Association (ICVA) and have held focus groups with Scheme Manager and custody volunteers to inform a survey which has been distributed to all ICVs on issues relating to the monitoring of equality issues in police custody. We would like to thank the IMB, the ICVA and all the steering group members for their guidance and support. We hope from both projects to share good practice and feed into practical solutions such as

training materials and toolkits, as well making recommendations for policy change.

We have also continued to develop strong relationships with the Inspectorates and Prisons and Probation Ombudsman and have contributed to roundtables and meetings to make suggestions in relation to monitoring during a pandemic, equalities monitoring, the value of involving people with lived experience in scrutiny processes and how families can have more of a say in inspections. New Chief Inspector of Prisons, Charlie Taylor, gave his first speech in post at our CJA members meeting, giving members an opportunity to hear and ask about his priorities.

We have been working on the development of a super-complaint about the harms caused by Section 60 suspicion-less stop and searches and by ineffective scrutiny of stop and search. Throughout the year we have been collating and analysing Freedom of Information requests, with the support of Winnie Agnew-Pauley and Gavin Hales, to inform the complaint. We have also worked with our members and other external parties to gather supporting statements and draft a final report to be launched in May 2021.

This year we welcomed the College of Policing publishing revised guidance setting out what effective community scrutiny of stop and search looks like, which was significantly influenced through our Stop and Scrutinise report. As a result of meeting with the Deputy Mayor for Policing and input into various working groups with MOPAC, the Mayor's Action Plan to build trust and confidence included reference to our report and supported our recommendations for greater access to body worn footage by community scrutiny groups. The government's Commission on Racial Disparities also referenced the report and supported our calls for greater scrutiny.

We have called on the Home Office to go further and establish a national body to assist stop and search scrutiny groups and to make scrutiny mandatory for each police force and continue to press for this change through events, consultation responses and our super-complaint.

Fit for purpose and diverse workforce

This year we have continued to promote a racially diverse criminal justice workforce and one that values lived experience.

Following the launch of our 'Change from Within' report in 2019, we held an event in partnership with HM Prison and Probation Service Insights team to discuss the experiences of three people with lived experience working in the criminal justice sector. Regular conversations with HMPPS, the Cabinet Office and Ministry of Justice has increased our profile with those who can influence change.

Through an employment sub-group of the HMPPS Service User Advisory group, set up at the suggestion

of the CJA, and through a focus group with our lived experience expert group, there has been some progress made on reducing barriers for people with lived experience and some active promotion of opportunities through the probation workforce strategy, HMI Prisons and Probation and Going Forward into Employment civil service scheme. Building on our own learning through employing Longford Interns and through the peer research carried out by intern Jason-Grant Rowles, we have co-produced a plan for a leadership programme for people with lived experience to move into more senior leadership and influencing roles in the sector. We are currently fundraising for the programme to start next year.

In June, in the aftermath of the killing of George Floyd in America and the Black Lives Matters protests around the world and in the UK, we held an online event on the topic of increasing racial diversity in the criminal justice workforce attended by over 150 people. Both the Justice Secretary and Shadow Justice Secretary gave opening remarks and confirmed their commitment to this issue. Other speakers included the National Black Police Officers Association, CharitySoWhite, HMPPS Equalities, the Muslim CPS Association, Bridging the Bar and JUSTICE. It was chaired by Junior Johnson, the Director for Ministry of Justice Workforce Policy. The event was followed by four virtual roundtable meetings on the themes of recruitment, retention, progression and impact, and included experts from across the criminal justice system from police and probation officers, to magistrates, barristers, civil servants, victim services and the voluntary sector. This is being written up into a report to be published next year.

A restorative criminal justice system

We were thrilled to be selected as a partner in Lloyds Bank Foundation's Criminal Justice Programme to help us influence policy and practice towards a more restorative criminal justice system. This year we flexed our work plan to respond to the pandemic and worked with our restorative expert group to publish the first of a series of briefings called 'Responding Restoratively to Covid-19'. It looked at how restorative services had responded to the pandemic and how restorative approaches should be used in the recovery phase. It included quotes from a wide range of restorative experts from policing to prisons. Further reports on restorative approaches are planned to include restorative prisons, policing and schools.

'Your report is interesting, illustrated with fascinating examples of innovative work and concludes with considered recommendations. [...] Thank you for bringing these matters to my attention at this critical moment and for the very valuable contribution you and your members make to the Criminal Justice System generally and HMPPS in particular.' Dr Jo Farrar, CEO HM Prison and Probation Service.

We were delighted to work with our restorative expert group to respond to the consultation and secure changes in the drafting of the revised Victims Code to help secure a right to be referred to a Restorative Justice service. We worked closely with the Victims Commissioner's office, who wrote an open letter to the justice minister, and with Ministry of Justice officials to influence the drafting to ensure the right was not watered down.

'The CJA have sent me a copy of their submissions in response to the recent government consultation on the new Victims' Code. Having reflected upon their concerns, I find I share their view that there appears to have been a conscious decision watering down the language on access to restorative justice.' – extract from Victims Commissioner's letter

We also secured changes to ensure agencies other than the police were responsible for sharing information on restorative justice with victims, after we raised concerns that victims from Black, Asian and minority ethnic communities with lower levels of trust and confidence in the police might be disproportionately impacted if the responsibility was solely on the police.

Our members meetings and events have featured several speakers discussing restorative approaches and victim services. We have also worked in partnership with the British Journal of Community Justice to publish a special edition on restorative justice.

Following recommendations to the Home Office and various select committees by the CJA and others during the pandemic, specific COVID-19 funding was provided to specialist charities working with Black, Asian and ethnic minority victims of domestic abuse.

To further promote the work of specialist victim services, members heard from Muslim Women's Network about how they had responded to the pandemic through providing culturally specific services to victims of domestic violence. They were also a runner up in the CJA Awards, showcasing their successful approach to others in the sector.

Reflecting our recommendations for specialist victim services in his keynote speech the Justice Minister Alex Chalk MP, who has responsibility for both victims and race disparity, said:

'Now we require much more effective audits on, for example, the extent to which [money given to PCCs for victims during pandemic] that has reached out and delivered in a proportionate way to people who are victims of the BAME community.'

We are delighted that following our roundtable in partnership with the Ministry of Justice Race Disparity Unit in 2019, and further conversations following that, the Ministry of Justice (MoJ) have now published guidance and standards for Police and Crime Commissioners to ensure they are commissioning services to meet the needs of Black, Asian and minority

ethnic victims of crime. We were able to comment on a draft of the guidance and are working with the MoJ Race Disparity team to promote the guidance to Police and Crime Commissioners and others following the elections.

Positive Pathways from Prison

We were excited to be selected as a partner in the Positive Pathways from Prison project co-ordinated by Porticus UK starting in January 2021. The CJA will be playing a crucial role in helping to co-ordinate the advocacy work on issue relating to employment and family relationships, drawing on the government's commitments in response to the Coates and Farmer Reviews. The CJA have started working with The Frameworks Institute, a project partner, to support a research project looking at how best the sector can communicate to the public and potential employers about people leaving prison and the need for a greater focus on family and employment support.

System-change knowledge exchange partnership

Due to the pandemic travel restrictions, the Erasmus system-change project was unfortunately placed on hold. The UK visit has now been postponed until November 2021 and other visits to the Netherlands, Czech Republic and Slovakia to exchange knowledge and good practice have been delayed until 2021/22. We look forward to re-starting this project next year to share our learning on system-change and learn from other countries.

Organisational Development

External evaluation

We have recruited Kathleen Christie as the CJA's first external evaluator. Kathleen is an experienced evaluator of alliances and advocacy across a range of different sectors including human rights and family policy. This year Kathleen has carried out a range of stakeholder interviews and has conducted a member survey. An interim and final report will be published next year with the findings about our impact and recommendations which will inform the CJA's next strategy for 2022-2025.

Staff, consultants and interns

The CJA welcomed two new members of staff at the start of 2020; Amal Ali (Policy Officer) and Jamie Morrell (Communications and Engagement Officer) who began at the CJA just as the country went into the first lockdown. Despite not having been in an office together for the whole of the year, they have adapted admirably to remote working and in responding to the impacts of the pandemic on the criminal justice system in a rapidly changing environment. We were also delighted to be joined by three paid Longford Interns (Jason Grant-Rowles, Paul Grady and Victoria Ebun) at various points in the year who added valuable expertise and

enthusiasm. We are very grateful to the staff team, led by Director Nina Champion, for their hard work, persistence, and passion throughout a challenging year.

We also thank the various consultants we have worked with during the year:

- Liz Banner, who helped to support our fundraising efforts to secure the new posts and put our strategy into action;
- Helen Crawley, who has designed our reports, briefings and awards brochure;
- Winnie Agnew, who cleaned and analysed Freedom of Information data on suspicion-less stop and searches;
- Gavin Hales, who peer-reviewed research on stop and search;
- Sue Newberry from Good Ideas Ltd, who is supporting us to gain NCVO Trusted Charity level one accreditation;
- Gemma Buckland from Do It Justice Ltd, who provided training and drafting support;
- Pete Clark, Gary Shaw and Neil Marshall from Highscore, who developed our new website;
- Romek Knopp and Neil Foster from Voytek, who enabled our virtual awards ceremony;
- Kathleen Christie, who is undertaking our external independent evaluation;
- Jens-Ulrich Poppen, who volunteered helping with communications and website work; and,
- Sami Prior and Amy Camara who provided wellbeing support to staff during the pandemic.

Funders

We are hugely grateful to the AB Charitable Trust, Barrow Cadbury Trust, Esmée Fairbairn Foundation, Evan Cornish Foundation, Hadley Trust, Lloyds Bank Foundation, Lush Charity Pot and Porticus UK (Stiftung Auxilium), for their support during the year.

Structure, governance and management

Criminal Justice Alliance is a company limited by guarantee, number 06331413, and a registered charity in England and Wales, number 1143038.

The organisation's Governing Document is its Articles of Association, incorporated 2 August 2007.

The charity is governed by a Board of Trustees. Trustees are elected at the AGM or appointed between meetings by co-option. Trustees delegate day-to-day running of the charity to the Director who reports on operational performance through the Chair and financial performance through the Treasurer to the Board. Management accounts and variance reports are considered at each Board meeting. A Risk Register and Balanced Scorecard noting progress against the CJA business plan are also considered by Trustees.

A Staffing Committee, comprised of trustees, was established in 2015 and operates under terms of reference which delegate certain functions from the Board.

A Finance and Fundraising Committee, comprised of trustees, was established in June 2019 and operates under terms of reference agreed by the Board.

In November 2020 the Board of trustees agreed that the Staffing Committee and Fundraising and Finance Committee should be merged to form the Finance and Resources Committee.

Selection and appointment of Trustees

The Trustees may appoint new members by general agreement, in particular where specialist skills are required.

New members are fully briefed on their obligations under charity and company law, and are given information on the decision-making processes, the financial performance of the Charity and the business plan.

Risk management

The Trustees have considered the major risks to which the Charity is exposed and established procedures to manage those risks. They have implemented reviews and procedures to mitigate those risks, including a review of risks and liabilities at every Board meeting.

Financial results

The results for the year ended 31 March 2021 are set out in the attached financial statements. Total incoming resources for the year were £279,360 (7 month period ended 31 March 2020: £142,144). Expenditure for the year was £232,466 (7 month period ended 31 March 2020: £115,389). The surplus for the year was thus £46,894 (7 month period ended 31 March 2020: £26,755).

Fund balances carried forward at 31 March 2021 totalled £138,747 (7 month period ended 31 March 2020: £91,853), of which £132,944 were unrestricted as to use (7 month period ended 31 March 2020: £75,192).

The Trustees are satisfied with the financial performance of the Charity throughout the year and are happy this level of reserves meets the reserves policy below.

Reserves policy

The Trustees review the CJA's reserves policy annually. Considering the liabilities and costs associated with a reduction in the level of the charity's activities that might be caused by a reduction in funding, the Trustees have resolved that we should aim to build unrestricted reserves sufficient to cover not less than four months' anticipated expenditure. Year-end reserves of £132,944 comfortably represents more than four months' expenditure.

Statement of board of trustees' responsibilities

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations. Company law requires the trustees to prepare financial statements for each financial period. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the excess of expenditure over income for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and,

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. In addition, the trustees confirm that they are happy that content of the annual review in pages 2 to 11 of this document meet the requirements of both the Trustees' Annual Report under charity law and the Directors' Report under company law.

They also confirm that the financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014.

Preparation of the report

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006, and the exemptions available for smaller charities under the Statement of Recommended Practice.

This report was approved and authorised for issue by the Board of Trustees on 23 September 2021 and signed on its behalf by:

Kevin Wong

Kevin Wong
Chair

Carol Hodson

Carol Hodson
Treasurer

Independent examiner's report to the board of trustees of Criminal Justice Alliance

I report to the Trustees on my examination of the accounts of Criminal Justice Alliance (charity number 1143038, company number 06331413) for the year ended 31 March 2021 which are set out on pages 13 to 27.

Respective responsibilities of trustees and examiner

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act'). The Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 ('the 2011 Act') nor under Part 16 of the 2006 Act, and that an independent examination is needed.

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general directions given by the Charity Commission under section 145(5)(b) of the Charities Act; and,
- to state whether particular matters have come to my attention.

This report, including my statement, has been prepared for and only for the Charity's Trustees as a body. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body for my examination work, for this report, or for the statements I have made.

Basis of independent examiner's statement

My examination was carried out in accordance with general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the Trustees concerning any such matters.

The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the

accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England & Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or,
2. the accounts do not accord with those records; or,
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or,
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Vanessa Suri

Vanessa Suri

Dated: 23 September 2021

24 Rowfant Road
London
SW17 7AS

Statement of Financial Activities

Incorporating the Income & Expenditure Account and the Statement of Recognised Gains & Losses
For the year ended 31 March 2021

	Notes	Unrestricted funds Year ended 31 Mar 2021 £	Restricted funds Year ended 31 Mar 2021 £	Total funds Year ended 31 Mar 2021 £	Total funds 7 month period ended 31 Mar 2020 £
Income from:					
Donations and legacies	2	155,245	107,510	262,755	141,651
Charitable activities	3	16,275	-	16,275	301
Investments		330	-	330	192
Total income		171,850	107,510	279,360	142,144
Expenditure on:					
Raising funds	4 & 5	37,396	-	37,396	16,248
Charitable activities					
Policy work	4 & 6	45,385	98,368	143,753	74,733
CJA Awards	4 & 6	10,386	20,000	30,386	20,446
Membership support	4 & 6	20,931	-	20,931	3,962
Charitable activities		76,702	118,368	195,070	99,141
Total expenditure		114,098	118,368	232,466	115,389
Net income/(expenditure)		57,752	(10,858)	46,894	26,755
Transfer between funds	10	-	-	-	-
Net movement in funds		57,752	(10,858)	46,894	26,755
Reconciliation of funds:					
Total funds brought forward	10 & 11	75,192	16,661	91,853	65,098
Total funds carried forward	10 & 11	132,944	5,803	138,747	91,853

The notes on pages 15 to 27 form part of the financial statements.

Income from investments was unrestricted in both the current and prior periods.

Balance Sheet

As at 31 March 2021

	Notes	Total funds 31 Mar 2021		<i>Total funds</i> <i>31 Mar 2020</i>	
		£	£	£	£
Current assets:					
Debtors & prepayments	8	7,306		6,932	
Cash at bank and in hand		275,419		214,241	
		282,725		221,173	
Liabilities:					
Creditors: amounts falling due within one year	9	(143,978)		(129,320)	
Net current assets/(liabilities)			138,747		91,853
Net assets/(liabilities)			138,747		91,853
The funds of the charity:					
Restricted funds			5,803		16,661
Unrestricted funds					
General funds	10 & 11	132,944		75,192	
Unrestricted funds			132,944		75,192
Total charity funds			138,747		91,853

The notes on pages 15 to 27 form part of the financial statements.

The financial statements have been prepared in accordance with section 415A of the Companies Act 2006 relating to small companies and FRS 102 Section 1A.

The charitable company is entitled to exemption from audit under section 477 of the Companies Act 2006 for the year ended 31 March 2021, and the members have not required the charitable company to obtain an audit of its financial statements for the year ended 31 March 2021 under section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of the accounts.

They were approved and authorised for issue by the Board of Trustees on 23 September 2021 and signed on their behalf by:

Kevin Wong

Kevin Wong

Chair

Notes to the financial statements

1. Accounting policies

Basis of preparation of the financial statements

The financial statements have been prepared in accordance with 'Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition (effective 1 January 2019)', the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The effect of any event relating to the year ended 31 March 2021, which occurred before the date of approval of the financial statements by the Board of Trustees, has been included in the financial statements to the extent required to show a true and fair view of the state of affairs at 31 March 2021 and the results for the year ended on that date.

Under the exemption available to smaller charities the Board of Trustees has chosen not to include a Statement of Cash Flows within the financial statements.

The functional currency of the Charity is sterling and amounts in the financial statements are rounded to the nearest pound.

Going concern

The financial statements have been prepared on the going concern basis as the Board of Trustees is confident that future reserves and future income is more than sufficient to meet current commitments. There are no material uncertainties that impact this assessment, and the ongoing COVID-19 pandemic has had no material impact on this assessment.

Legal status

Criminal Justice Alliance is a charitable company registered in England & Wales and meets the definition of a public benefit entity. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member. The registered address is V111 Vox Studios, Durham Street, London, SE11 5JH.

Change in accounting period

During the previous financial period the Trustees agreed to amend the accounting year end date from 31 August to 31 March, via a resolution at the board meeting on 23 January 2020, and to apply this to the period that commenced on 1 September 2019.

This decision was made to ensure that the financial statements fitted more closely with the annual cycle of activities for the Charity and in particular the membership year which runs from April to March.

As a result, the previous period is seven months long compared to the current year figures which represent a twelve-month period, resulting in some limitations with the comparative analysis.

Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or that have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in note 10 of the financial statements.

Income

Income is recognised when the Charity has entitlement to the funds, any performance indicators attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations are recognised in full in the Statement of Financial Activities when entitled, receipt is probable and when the amount can be quantified with reasonable accuracy. Gift aid receivable is included when claimable.

Grant income is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless the grant relates to a future period, in which case it is deferred.

Membership income is credited to the Statement of Financial Activities when received or receivable, whichever is earlier, and is recognised in full at this point as opposed to deferred across the membership period.

Other income from charitable activities is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless it relates to a specific future period or event, in which case it is deferred.

Expenditure and irrecoverable VAT

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities.

Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to total direct costs allocated to each

project area, as outlined in note 5 of the financial statements.

Irrecoverable VAT is charged against the category of expenditure for which it was incurred.

Tangible fixed assets and depreciation

All assets costing more than £1,000 are capitalised.

Currently there are no assets held over this limit.

Cash at bank and in hand

Cash at bank and in hand includes cash in hand, deposits with banks and funds that are readily convertible into cash at, or close to, their carrying values, but are not held for investment purposes.

Debtors and prepayments

Trade and other debtors are recognised at the settlement amount after any trade discount is applied. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and accruals

Creditors are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably.

Financial instruments

Basic financial instruments are measured at amortised cost other than investments which are measured at fair value.

Critical estimates and judgements

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The annual depreciation charge for tangible fixed assets is sensitive to changes in useful economic lives and residual values of assets. In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial period.

Pensions

The Charity operates a defined contribution pension scheme which is administered by an external independent pension provider. Contributions are recognised in the Statement of Financial Activities as they fall due.

In the period to 31 March 2020 the Trustees were advised that employer pension contributions for six employees during the period 2016-17 to 2019-20 had been calculated incorrectly and approved an additional liability of £4,200 in these accounts to cover the full known costs. The Trustees were alerted to the issue by Andy Nash Accounting & Consultancy Ltd who took over as CJA's payroll providers as of 1 April 2020. The Pension Regulator was informed and during the financial year to 31 March 2021 all due repayments were made into the individual staff members pension funds with the relevant provider.

2. Income from donations and legacies

	Unrestricted funds	Restricted funds	Total funds
	Year ended	Year ended	Year ended
	31 Mar 2021	31 Mar 2021	31 Mar 2021
	£	£	£
Grants			
AB Charitable Trust	7,500	-	7,500
Barrow Cadbury Trust	-	35,000	35,000
Esmee Fairbairn Foundation	52,500	-	52,500
Evan Cornish Foundation	1,333	-	1,333
Hadley Trust	33,750	20,000	53,750
Lloyds Bank Foundation	-	52,510	52,510
Porticus UK	59,992	-	59,992
	155,075	107,510	262,585
Grants			
Donations	170	-	170
	155,245	107,510	262,755

	<i>Unrestricted funds</i>	<i>Restricted funds</i>	<i>Total funds</i>
	<i>7 month</i>	<i>7 month</i>	<i>7 month</i>
	<i>period ended</i>	<i>period ended</i>	<i>period ended</i>
	<i>31 Mar 2020</i>	<i>31 Mar 2020</i>	<i>31 Mar 2020</i>
	<i>£</i>	<i>£</i>	<i>£</i>
Grants			
AB Charitable Trust	<i>5,833</i>	<i>-</i>	<i>5,833</i>
Barrow Cadbury Trust	<i>-</i>	<i>30,417</i>	<i>30,417</i>
Erasmus Plus	<i>-</i>	<i>6,823</i>	<i>6,823</i>
Esmee Fairbairn Foundation	<i>20,417</i>	<i>-</i>	<i>20,417</i>
Evan Cornish Foundation	<i>4,667</i>	<i>-</i>	<i>4,667</i>
Hadley Trust	<i>26,250</i>	<i>11,000</i>	<i>37,250</i>
Lloyds Bank Foundation	<i>-</i>	<i>12,199</i>	<i>12,199</i>
Lush Charity Pot	<i>-</i>	<i>3,500</i>	<i>3,500</i>
Porticus UK	<i>19,326</i>	<i>-</i>	<i>19,326</i>
Winston Churchill Memorial Fund	<i>-</i>	<i>1,219</i>	<i>1,219</i>
	<i>76,493</i>	<i>65,158</i>	<i>141,651</i>

3. Income from charitable activities

	Unrestricted funds	Restricted funds	Total funds
	Year ended	Year ended	Year ended
	31 Mar 2021	31 Mar 2021	31 Mar 2021
	£	£	£
Membership subscriptions	16,275	-	16,275
	16,275	-	16,275

	<i>Unrestricted funds</i>	<i>Restricted funds</i>	<i>Total funds</i>
	<i>7 month</i>	<i>7 month</i>	<i>7 month</i>
	<i>period ended</i>	<i>period ended</i>	<i>period ended</i>
	<i>31 Mar 2020</i>	<i>31 Mar 2020</i>	<i>31 Mar 2020</i>
	<i>£</i>	<i>£</i>	<i>£</i>
Membership subscriptions	<i>301</i>	<i>-</i>	<i>301</i>
	<i>301</i>	<i>-</i>	<i>301</i>

As per the accounting policy on membership subscriptions, membership income is credited to the Statement of Financial Activities when received or receivable, whichever is earlier, and is recognised in full at this point as opposed to deferred across the membership period.

As the membership year falls from April to March, most of the membership income is received and/or invoiced in April to July each year.

Due to the change in accounting period and shorter period represented in the previous set of accounts from 1 September 2019 to 31 March 2020, the membership income therefore looks considerably lower in the prior year set of accounts.

4. Total expenditure

	Direct staff costs Year ended 31 Mar 2021 £	Direct other costs Year ended 31 Mar 2021 £	Indirect costs Year ended 31 Mar 2021 £	Total costs Year ended 31 Mar 2021 £
Raising funds	14,761	14,775	7,860	37,396
Charitable activities				
Policy work	96,739	16,801	30,213	143,753
CJA Awards	5,989	18,011	6,386	30,386
Membership support	16,060	472	4,399	20,931
Charitable activities	118,788	35,284	40,998	195,070
	133,549	50,059	48,858	232,466

	<i>Direct staff costs 7 month period ended 31 Mar 2020 £</i>	<i>Direct other costs 7 month period ended 31 Mar 2020 £</i>	<i>Indirect costs 7 month period ended 31 Mar 2020 £</i>	<i>Total costs 7 month period ended 31 Mar 2020 £</i>
Raising funds	<i>8,377</i>	<i>3,900</i>	<i>3,971</i>	<i>16,248</i>
Charitable activities				
Policy work	<i>40,069</i>	<i>13,093</i>	<i>21,571</i>	<i>74,733</i>
CJA Awards	<i>-</i>	<i>14,706</i>	<i>5,740</i>	<i>20,446</i>
Membership support	<i>2,733</i>	<i>117</i>	<i>1,112</i>	<i>3,962</i>
Charitable activities	<i>42,802</i>	<i>27,916</i>	<i>28,423</i>	<i>99,141</i>
	<i>51,179</i>	<i>31,816</i>	<i>32,394</i>	<i>115,389</i>

An analysis of expenditure on raising funds can be found in note 5.

An analysis of expenditure on charitable activities can be found in note 6.

Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to total direct costs allocated to each project area.

During the prior financial period, the coding structure within the finance system was significantly overhauled to allow for more accurate coding between activities, including separating out charitable activities into the following sub-categories:

- Policy work
- Membership support
- CJA Awards

An analysis of staff costs can be found in note 7.

It was not deemed practical to recode the prior year figures to match this structure, and so the sub-divisions were not included in the prior year accounts, however this year the prior period expenditure figures have been represented to split out between these different subcategories. Total expenditure and the split between expenditure on raising funds and charitable activities remains unchanged.

Indirect costs comprise of the following expenses:

	Total costs Year ended 31 Mar 2021	<i>Total costs 7 month period ended 31 Mar 2020</i>
	£	£
Indirect staff costs	10,762	12,576
Other people costs	3,007	3,343
Professional services	13,109	1,463
Premises and administrations	20,474	13,615
Governance	1,506	1,397
	48,858	32,394

Governance costs comprise of the following expenses:

	Total costs Year ended 31 Mar 2021	<i>Total costs 7 month period ended 31 Mar 2020</i>
	£	£
Statutory accounts production	1,080	1,080
Independent examination	150	-
Trustee training	276	-
Trustee meeting costs	-	275
Trustee expenses	-	42
	1,506	1,397

5. Expenditure on raising funds

	Unrestricted funds Year ended 31 Mar 2021 £	Restricted funds Year ended 31 Mar 2021 £	Total funds Year ended 31 Mar 2021 £
Direct staff costs	14,761	-	14,761
Direct other costs	14,775	-	14,775
Indirect costs	7,860	-	7,860
	37,396	-	37,396

	<i>Unrestricted funds 7 month period ended 31 Mar 2020 £</i>	<i>Restricted funds 7 month period ended 31 Mar 2020 £</i>	<i>Total funds 7 month period ended 31 Mar 2020 £</i>
Direct staff costs	<i>8,377</i>	-	<i>8,377</i>
Direct other costs	<i>3,900</i>	-	<i>3,900</i>
Indirect costs	<i>3,971</i>	-	<i>3,971</i>
	<i>16,248</i>	-	<i>16,248</i>

6. Expenditure on charitable activities

	Unrestricted funds Year ended 31 Mar 2021 £	Restricted funds Year ended 31 Mar 2021 £	Total funds Year ended 31 Mar 2021 £
Policy work			
Direct staff costs	27,573	69,166	96,739
Direct other costs	3,087	13,714	16,801
Indirect costs	14,725	15,488	30,213
Policy work	45,385	98,368	143,753
CJA Awards			
Direct staff costs	4,000	1,989	5,989
Direct other costs	-	18,011	18,011
Indirect costs	6,386	-	6,386
CJA Awards	10,386	20,000	30,386
Membership support			
Direct staff costs	16,060	-	16,060
Direct other costs	472	-	472
Indirect costs	4,399	-	4,399
Membership support	20,931	-	20,931
	76,702	118,368	195,070

	<i>Unrestricted funds 7 month period ended 31 Mar 2020 £</i>	<i>Restricted funds 7 month period ended 31 Mar 2020 £</i>	<i>Total funds 7 month period ended 31 Mar 2020 £</i>
Policy work			
Direct staff costs	<i>23,415</i>	<i>16,654</i>	<i>40,069</i>
Direct other costs	<i>-</i>	<i>13,093</i>	<i>13,093</i>
Indirect costs	<i>13,938</i>	<i>7,633</i>	<i>21,571</i>
Policy work	<i>37,353</i>	<i>37,380</i>	<i>74,733</i>
CJA Awards			
Direct other costs	<i>-</i>	<i>14,706</i>	<i>14,706</i>
Indirect costs	<i>5,254</i>	<i>486</i>	<i>5,740</i>
CJA Awards	<i>5,254</i>	<i>15,192</i>	<i>20,446</i>
Membership support			
Direct staff costs	<i>2,733</i>	<i>-</i>	<i>2,733</i>
Direct other costs	<i>-</i>	<i>117</i>	<i>117</i>
Indirect costs	<i>1,112</i>	<i>-</i>	<i>1,112</i>
Membership support	<i>3,845</i>	<i>117</i>	<i>3,962</i>
	<i>46,452</i>	<i>52,689</i>	<i>99,141</i>

7. Staff costs

	Total costs Year ended 31 Mar 2021	<i>Total costs 7 month period ended 31 Mar 2020</i>
	£	<i>£</i>
Gross salaries	126,724	<i>51,380</i>
Employer's NIC	9,002	<i>5,701</i>
Employer's pension	8,585	<i>6,674</i>
	144,311	<i>63,755</i>

The average headcount during the year was 3 persons (7 month period ended 31 March 2020: 2 persons).

One employee received employee benefits between £60,000 and £69,999 (7 month period ended 31 March 2020: NIL).

The total employee benefits paid to key management personnel during the year was £73,805 (7 month period ended 31 March 2020: £41,884).

Employer's pension costs in the prior period included a £4,200 historic liability for an error identified within the amounts paid on pensions prior to 31 March 2020 (see accounting policy note on page 16 for more information).

8. Debtors and prepayments

	Total costs Year ended 31 Mar 2021	<i>Total costs 7 month period ended 31 Mar 2020</i>
	£	<i>£</i>
Trade receivables	355	<i>-</i>
Prepayments	2,206	<i>1,187</i>
Rent & IT deposit	4,745	<i>4,745</i>
Other debtors	-	<i>1,000</i>
	7,306	<i>6,932</i>

9. Creditors – amounts falling due within one year

	Total costs Year ended 31 Mar 2021	<i>Total costs 7 month period ended 31 Mar 2020</i>
	£	<i>£</i>
Accounts payable	2,230	<i>1,791</i>
Accruals	1,475	<i>1,260</i>
Deferred income	135,607	<i>119,432</i>
HMRC liability	3,850	<i>2,173</i>
Pension liability	816	<i>4,664</i>
	143,978	<i>129,320</i>

Deferred income consists of grant income received in the current financial year for activities happening in the next and is broken down as follows:

	Total costs Year ended 31 Mar 2021	<i>Total costs 7 month period ended 31 Mar 2020</i>
	£	<i>£</i>
Brought forward	119,432	<i>45,751</i>
Amount released to income in year	(119,432)	<i>(45,751)</i>
Amount deferred in year	135,607	<i>119,432</i>
Balance carried forward	135,607	<i>119,432</i>

10. Analysis of charity funds

	Balance brought forward Year ended 31 Mar 2021 £	Income for the period Year ended 31 Mar 2021 £	Expenditure in the period Year ended 31 Mar 2021 £	Transfers between funds Year ended 31 Mar 2021 £	Balance carried forward Year ended 31 Mar 2021 £
Unrestricted funds					
General fund	75,192	171,850	(114,098)	-	132,944
Unrestricted funds	75,192	171,850	(114,098)	-	132,944
Restricted funds					
Barrow Cadbury Trust - Connecting for Change	-	35,000	(35,000)	-	-
Barrow Cadbury Trust - PCC round tables	1,948	-	(1,948)	-	-
Erasmus Plus	5,803	-	-	-	5,803
Hadley Trust - CJA Awards	-	20,000	(20,000)	-	-
Lloyds Bank Foundation	5,593	52,510	(58,103)	-	-
Lush Charity Pot	3,050	-	(3,050)	-	-
Winston Churchill Memorial Trust	267	-	(267)	-	-
Restricted funds	16,661	107,510	(118,368)	-	5,803
Total funds	91,853	279,360	(232,466)	-	138,747

Barrow Cadbury – Connecting for Change

A three-year grant to support the work of the CJA 'Connecting for Change' strategy for a fair and effective criminal justice system.

Barrow Cadbury – PCC round table

A single grant in support of a briefing for Police and Crime Commissioners (PCCs) and PCC election candidates and related launch events at two party conferences.

Erasmus Plus

To support CJA participation in the Erasmus Plus Knowledge Exchange partnership on systems-change in criminal justice.

Hadley Trust – CJA Awards

Support towards the annual Criminal Justice Alliance Awards.

Lloyds Bank Foundation

A three-year grant as part of the Lloyds Bank Foundation Criminal Justice National Programme with a focus on restorative justice and restorative practices; supporting young adult and BAME victims of crime and reparative community sentences.

Lush Charity Pot

A single grant in support of our work on stop & search and effective scrutiny and accountability of police powers.

Winston Churchill Memorial Trust

In support of an international joint event with the Winston Churchill Memorial Trust on sharing global good practice in criminal justice.

	<i>Balance brought forward 7 month period ended 31 Mar 2020 £</i>	<i>Income for the period 7 month period ended 31 Mar 2020 £</i>	<i>Expenditure in the period 7 month period ended 31 Mar 2020 £</i>	<i>Transfers between funds 7 month period ended 31 Mar 2020 £</i>	<i>Balance carried forward 7 month period ended 31 Mar 2020 £</i>
Unrestricted funds					
General fund	65,098	76,986	(62,700)	(4,192)	75,192
Unrestricted funds	<u>65,098</u>	<u>76,986</u>	<u>(62,700)</u>	<u>(4,192)</u>	<u>75,192</u>
Restricted funds					
Barrow Cadbury Trust - Connecting for Change	-	20,417	(20,417)	-	-
Barrow Cadbury Trust - PCC round tables	-	10,000	(8,052)	-	1,948
Erasmus Plus	-	6,823	(1,020)	-	5,803
Hadley Trust - CJA Awards	-	11,000	(15,192)	4,192	-
Lloyds Bank Foundation	-	12,199	(6,606)	-	5,593
Lush Charity Pot	-	3,500	(450)	-	3,050
Winston Churchill Memorial Trust	-	1,219	(952)	-	267
Restricted funds	<u>-</u>	<u>65,158</u>	<u>(52,689)</u>	<u>4,192</u>	<u>16,661</u>
Total funds	<u>65,098</u>	<u>142,144</u>	<u>(115,389)</u>	<u>-</u>	<u>91,853</u>

11. Analysis of net assets

	Unrestricted funds Year ended 31 Mar 2021 £	Restricted funds Year ended 31 Mar 2021 £	Total funds Year ended 31 Mar 2021 £
Current assets	226,561	56,164	282,725
Current liabilities	(93,617)	(50,361)	(143,978)
	<u>132,944</u>	<u>5,803</u>	<u>138,747</u>
	<i>Unrestricted funds 7 month period ended 31 Mar 2020 £</i>	<i>Restricted funds 7 month period ended 31 Mar 2020 £</i>	<i>Total funds 7 month period ended 31 Mar 2020 £</i>
Current assets	204,512	16,661	221,173
Current liabilities	(9,888)	(119,432)	(129,320)
	<u>194,624</u>	<u>(102,771)</u>	<u>91,853</u>

12. Trustee remuneration

During the year, no trustee received any remuneration (7 month period ended 31 March 2020: £Nil). No members of the Board of Trustees received reimbursement of expenses for travel to meetings (7 month period ended 31 March 2020: one member totalling £42).

13. Related party transactions

During the year there were no related party transactions (7 month period ended 31 March 2020: £Nil).