

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

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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

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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

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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.

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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.

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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,

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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

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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*

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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

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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

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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.

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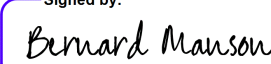
Preparation of the Report

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)

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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).