

Registered number: 08274430
Charity number: 1151939

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

CONTENTS

	Page
Reference and Administrative Details of the Company, its Trustees and Advisers	1
Trustees' Report	2 - 7
Independent Auditors' Report on the Financial Statements	8 - 12
Statement of Financial Activities	13
Balance Sheet	14
Statement of Cash Flows	15
Notes to the Financial Statements	16 - 29

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2025

Trustees	Gregory Berman Mark Blake (Resigned 3 March 2025) Courtney Bryan Aubrey Fox Shauneen Lambe Karyn McCluskey Geraldine O'Hare Gordon Wasserman (Resigned 4 November 2024) Robert Zara Adjoa Abekah-Mensah Kevin Sadler Sal Naseem
Company registered number	08274430
Charity registered number	1151939
Registered office	Unit 321 Edinburgh House 170 Kennington Lane London SE11 5DP
Independent auditors	Nyman Libson Paul LLP Chartered Accountants 124 Finchley Road London NW3 5JS
Bankers	Barclays Bank PLC 81 Fleet Street London EC4Y 1EL
Senior Management	Phil Bowen (Director) Vicki Morris (Deputy Director)
Patron	The Rt Hon. the Lord Falconer of Thoroton

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

The objects of the charity, defined in our memorandum and articles of associations, are to promote, for the benefit of the public, the efficiency and effectiveness of the justice system in the United Kingdom.

Vision and mission

2024/25 was the third and final year of the Centre's three-year strategy, *Fair and Effective: Putting practitioners and the evidence at the heart of justice reform*. *Fair and Effective* sets out our vision to build a justice system which every citizen believes is fair and effective. We believe that the justice system should be focused on solving the issues that drive crime and social harm; that it should be fair in how it treats people; that it should be proportionate in the things it does; and that those on the front line should be given the freedom and support to come up with innovative solutions to the problems their communities face.

To deliver our vision of fairer and more effective justice system, *Fair and Effective* describes how we work:

- provide hands on support to practitioners in the justice system to help them develop and share innovative and effective practice;
- conduct research into how things work right now and how they could work better;
- promote evidence-based, innovative justice policy reforms;
- share lessons between the jurisdictions of the UK and with our sister organisation in New York City, the Center for Justice Innovation.

Policy and operational context

As outlined in our strategic paper, *Systems Shift*, "serious recorded crime is rising. Victims wait years for their trials. Our prisons are overcrowded and violent. Our frontline practitioners are exhausted, overworked, and burnt out. The result is a public that feels less safe and is increasingly losing confidence in the criminal justice system's ability to protect them. At the root of these problems is a system that is overloaded — an excessive amount of work surges into a system that has become increasingly fractured and fragile over the past decade."

During 2024/25, we saw the election of a new Government in July 2025 and an immediate focus on the emergency problems of prisons, probation and court capacity, with also longer-term strategic reviews commissioned into sentencing and into the criminal courts, chaired by Rt Hon. David Gauke and Sir Brian Leveson respectively. In Scotland, a Sentencing and Penal Policy Commission was established in February 2025, along similar lines to the Gauke review.

Key achievements in 24/25

In *Fair and Effective*, we highlighted our six areas of focus, which shape our objectives and our programmes of work. We have achieved the following in these areas:

Strategic policy

Throughout the year, the Centre has combined confidential political engagement with public thought leadership. Our strategic policy paper *Systems Shift* set out a long-term vision for the criminal justice system. We produced detailed policy proposals on court reform, probation, youth justice, and prison pressure reduction, influencing both Opposition parties' pre-election and incoming Ministers post-election. We have strengthened our parliamentary engagement, attending major party conferences and meeting Ministers, including those responsible for children, families, prisons and probation. Our work has intersected with wider governmental reviews, including the Leveson review of criminal courts and spending settlements with implications for courts, probation, and children's social care.

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Out of court resolutions

The Centre's longstanding commitment to promoting effective out of court resolutions (OOCRs) has continued to grow, with an increased emphasis on youth diversion and gender-responsive practice. Over the year, we supported police and youth justice services to improve diversion schemes, notably through our Youth Justice Partnership funded by the Youth Endowment Fund. The first year saw work with ten youth justice service areas to enhance the use of informal and formal OOCRs, with a positive lessons-learned report confirming the Centre as the only national source of expertise in this area. The second year will expand into four police forces to ensure consistency across force areas.

We hosted and contributed to national platforms, including the National Police Chiefs' Council event for police leads across England and Wales, and specialist workshops on diversion for women. Our research and policy engagement have influenced both the Ministry of Justice and the Youth Justice Board, despite uncertainty caused by delays to the new 'two-tier' OOCR framework.

Court innovation

The Centre has consolidated its reputation as a leader in court innovation. We completed training and support for all four new adult criminal problem-solving court pilots (called Intensive Supervision Courts (ISCs)), including the latest Crown Court pilot in Bristol. Interim evaluation feedback is positive, with courts largely targeting those at risk of custody and fostering constructive practitioner–client relationships. The thrust of our Systems Shift paper, which called for changes to which cases come to court, how courts areas structured to deal with them and the use of more technology, has informed the Leveson Reviews first report.

In the family justice arena, we trained new “pathfinder” private family law courts designed to better respond to domestic abuse and continued to provide national leadership in supporting Family Drug and Alcohol Courts (FDACs). This included helping establish new FDACs in Liverpool, Northamptonshire, Thames Valley and Teesside, developing business cases in other areas, and convening MPs and Ministers to advocate for national funding. Challenges remain, with closures such as the North East FDAC and financial pressures in local government.

Our Highbury Community Advice Service provided dedicated casework to over 300 clients and navigational support to more than 1,500 others.

Smarter sentencing

Our research on the use and impact of criminal court fines, especially on people on low incomes, has had national traction, including forming part of new Sentencing Guidelines issued by the Sentencing Council. The first phase highlighted the disproportionate financial and wellbeing impacts of fines, and the second phase — due for publication later in the year — will propose targeted reforms, including avoiding fines for those unable to pay and reducing fine use for poverty-related offences.

The Centre helped shape the Independent Sentencing Review, with many of its recommendations aligning with our advocacy, including expanded community sentencing options, deferred sentencing, and the development of more Intensive Supervision Courts (ISCs). We are now working closely with the Ministry of Justice on the planned roll-out of up to eight new ISCs, including women-specific and youth pilots, positioning the Centre as a likely delivery partner.

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Women in justice

Women's justice has become a more prominent organisational priority, supported by significant new funding. We completed in-depth research on women's experiences of substance use treatment, which confirmed that many mainstream services fail to meet women's needs. The findings are shaping improved commissioning guidance and practice.

Our "Transforming Community Justice for Women" project is building a national network of practitioners, commissioners, and policymakers to expand women's problem-solving courts and gender-responsive diversion schemes. We are working with the Ministry of Justice on the development of women-specific ISCs, and in July will publish new evidence and cost-benefit analyses to strengthen the case for expansion.

FINANCIAL REVIEW

In financial year 2024/25, the charity received £1,332,631. The total income represents a 14% increase on the previous year (£1,166,442). In total, we received £872,392 in unrestricted funds and £460,239 in restricted funds. This compares to £852,471 in unrestricted funds and £313,971 in restricted funds we received in 2023/24.

Of the restricted funds received in 2024/25, the funds were used as follows:

Funder	Purpose	Amount
Aberdeen Financial Fairness Trust	Smarter Sentencing: Court fines and fees	£45,000
Barrow Cadbury Trust	Pre-court disposals	£33,500
Youth Endowment Foundation	Pre-court disposals	£135,125
Hadley Trust	Court reform: Highbury Community Advice	£94,500
Jabbs Foundation	Women in justice: Women and treatment services	£94,614
Anonymous donors	Common Ground Justice Project	£57,500
		£460,239

In financial year 2024/25, the charity spent £1,242,451. The total expenditure represents a 10% increase on the previous year (£1,125,742).

Going concern

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern.

After making appropriate enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. In particular, approval of the budget for 25/26 by the Board in March 2025 indicated that 90% of the required expenditure had been secured in income prior to the start of the financial year, with 6 months in free reserves.

For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Risk management

The principal risks and uncertainties facing the Centre are:

- During 2024/25 and looking ahead into 2025/26, funding for the Centre's family justice work is insufficient for the demand for our services and our ability to operate in this area has become precarious;
- Operational challenges that justice agencies are facing, especially the continuing mismatch between demand and capacity in significant areas of justice policy and operations, which reduces practitioner time and energy to innovate and change;
- The potential for divisive and hostile public engagement in our work, stemming from controversy following *For Women Scotland Ltd (Appellant) v The Scottish Ministers (Respondent)* which could cause negative organisational publicity;
- The Centre carries significant risk related to its Highbury Community Advice services, specifically risks concerning health and safety and safeguarding risks related to clients of the service.

To manage these risks, we worked closely with funders and others to explore new opportunities for fund raising for our family justice work. We have also ensured that we have maintained links with officials, politicians and advisers and others who have influence over policy formation away from national Government. As respects the operation of our Highbury Community Advice service, we have safeguarding and health and safety policies and procedures in place and it is subject to regular discussion and review by the Centre's management.

Reserves policy

The charity aims to maintain free reserves sufficient to cover at least six months' of total future annual expenditure (minus grants). This equates to £560,000 - £600,000. Specific permission from the Trustees is required if reserves are likely to fall below this minimum target.

At year end, the Charity held funds totalling £817,325 (2024: £727,145), including £245,609 held in restricted funds (2024: £119,512) and £571,717 held in unrestricted funds (2024: £607,633). The Charity's free reserves (unrestricted funds less fixed assets and commitments) totalled £550,860 (2024: £585,714) and is in line with the free reserves target.

Plans for future periods

In financial year 2025/26, the charity has confirmed income of £1,295,730, and anticipates spending £1,474,708, of which the biggest expenditure is on staff costs (£964,309 or 65% of total anticipated expenditure). We have submitted additional applications for funding for 2025/26 and plan to submit further applications to close the gap between income and expenditure.

Recognising the change in Government, and that 2024/25 is the last year of our current strategy, the Centre has revised its overall strategy. Our new strategy was published in June 2025. This sets out our key areas of focus, which are:

- Out of court resolutions
- Family justice reform
- Smarter sentencing
- Court innovation
- Women in justice.

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

STRUCTURE, MANAGEMENT AND GOVERNANCE

Constitution

The charity is registered as a charitable company limited by guarantee and was set up by a Trust deed on 30th October 2012. The charity is registered (charity number 1151939).

Method of election of Trustees

The management of the charity is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association. Trustees are identified via open recruitment, including through encouraging applications from within our existing networks, and selection is conducted through formal and informal conversations with the Chair and Director of the charity.

Induction of Trustees

Induction of Trustees is through conversations with the Director of the charity, the issuance of formal induction materials to the Trustee and their further involvement in the work of the charity.

The training of trustees includes the provision of up-to-date financial and other information about the charity, the circulation of Charity Commission publications giving guidance on the role of Trustees, informal meetings with the team and the Director, and an annual 'in person' meeting with the Director and other staff.

Decision making

The business of the Charity is managed by the Trustee Board. The Trustees are responsible for the following decisions: (i) approval of the annual budget; (ii) review of finances; (iii) reviewing the performance of the charity against its stated aims and charitable objects.

The chair of the Trustee Board is responsible for the remuneration and performance appraisal of the Director, in consultation with the Trustee Board. The chair gathers feedback on the performance of the Director from the team and other stakeholders as part of the Director's performance appraisal.

Remuneration of staff

Remuneration of all staff is set through the charity's salary policy. We set initial salaries through benchmarking exercises comparing pay scales across the sector. The Centre's pay policy is based on a combination of inflationary and performance-related increases, with the goal of rewarding good performance and team well-being, as far as the Centre's overall financial situation can allow.

Risk management

The Trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

Public benefit

The Trustees are aware of and give due consideration, when setting objectives and planning activities, to the Charity Commission's guidance on public benefit.

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Statement of Trustees' Responsibilities

The trustees (who are also directors of The Centre for Justice Innovation UK for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that 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 are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

Auditors

Nyman Lisbon Paul LLP have expressed their willingness to continue in office and will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006.

Small company exemptions

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the members of the board of Trustees on 16 September 2025 and signed on their behalf by:

Karyn McCluskey

Karyn McCluskey
Chair of the Board

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR JUSTICE INNOVATION UK

Opinion

We have audited the financial statements of The Centre for Justice Innovation UK (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR JUSTICE INNOVATION UK (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR JUSTICE INNOVATION UK (CONTINUED)

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and noncompliance with laws and regulations, we considered the following:

- the nature of the industry and sector, control environment and business performance;
- results of our enquiries of management about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the charitable company's documentation of their policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud
 - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
 - the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in relation to timing of income recognition. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR JUSTICE INNOVATION UK (CONTINUED)

We also obtained an understanding of the legal and regulatory frameworks that the charitable company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act.

In addition, we considered other laws and regulations that could have an effect on the company and result in the imposition of financial or other penalties and litigation. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. These limited procedures did not identify actual or suspected non-compliance.

All matters in relation to non-compliance with laws and regulations and potential fraud risks were communicated to all members of the engagement team and we remained alert to any indications of non-compliance throughout the audit.

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerning actual and potential litigation and claims;
- assessing the appropriateness and where appropriate with third parties concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and correspondence with HMRC;
- in addressing the risk of fraud through management override of controls, reviewing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR JUSTICE INNOVATION
UK (CONTINUED)**

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Andrew Thomas (Senior Statutory Auditor)

for and on behalf of

Nyman Libson Paul LLP

Chartered Accountants

124 Finchley Road

London

NW3 5JS

Date: 25 September 2025

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	3	694,723	460,239	1,154,962	1,010,971
Charitable activities	4	177,669	-	177,669	155,471
Total income		872,392	460,239	1,332,631	1,166,442
Expenditure on:					
Charitable activities	5	908,308	334,143	1,242,451	1,125,742
Total expenditure		908,308	334,143	1,242,451	1,125,742
Net movement in funds		(35,916)	126,096	90,180	40,700
Reconciliation of funds:					
Total funds brought forward		607,633	119,512	727,145	686,445
Net movement in funds		(35,916)	126,096	90,180	40,700
Total funds carried forward		571,717	245,608	817,325	727,145

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 16 to 29 form part of these financial statements.

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)
REGISTERED NUMBER: 08274430

BALANCE SHEET
AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	9	20,857	21,919
Current assets			
Debtors	10	64,451	94,478
Cash at bank and in hand		791,494	650,745
		<u>855,945</u>	<u>745,223</u>
Creditors: amounts falling due within one year	11	(59,477)	(39,997)
Net current assets		<u>796,468</u>	<u>705,226</u>
Total assets less current liabilities		<u>817,325</u>	<u>727,145</u>
Total net assets		<u><u>817,325</u></u>	<u><u>727,145</u></u>
Charity funds			
Restricted funds	12	245,608	119,512
Unrestricted funds	12	571,717	607,633
Total funds		<u><u>817,325</u></u>	<u><u>727,145</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 16 September 2025 and signed on their behalf by:

Karyn McCluskey

Karyn McCluskey
Chair

The notes on pages 16 to 29 form part of these financial statements.

THE CENTRE FOR JUSTICE INNOVATION UK

(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash used in operating activities	14	154,314	(7,739)
Cash flows from investing activities			
Purchase of tangible fixed assets	9	(13,565)	(16,717)
Net cash used in investing activities		(13,565)	(16,717)
Change in cash and cash equivalents in the year		140,749	(24,456)
Cash and cash equivalents at the beginning of the year		650,745	675,201
Cash and cash equivalents at the end of the year	15	791,494	650,745

The notes on pages 16 to 29 form part of these financial statements

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. General information

The Centre for Justice Innovation UK is a charitable company limited by guarantee, incorporated in England and Wales. The liability of each member in respect of the guarantee is limited to £1. Its registered office and principal place of business is Unit 321 Edinburgh House, 170 Kennington Lane, London, SE11 5DP. The Directors of the company are the Trustees named in the Reference and Administrative Information on page 1.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Centre for Justice Innovation UK meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The Trustees have reviewed the charity's forecasts and budgets and accordingly have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Having therefore assessed the Charity's financial position, its plans for the foreseeable future and the risks to which it is exposed and, taking into account future expected income streams, the Trustees are satisfied that it remains appropriate to prepare the financial statements on the going concern basis.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities when the Company is entitled to receive the money. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid is recognised at the time of the donation.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.4 Expenditure (continued)

to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Short-term leasehold property	-	33%
Fixtures and fittings	-	33%
Office equipment	-	33%

2.6 Debtors

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

2.7 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments.

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

2.9 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.10 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

2.11 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

2.12 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 Company and which have not been designated for other purposes.

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

2.13 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Company's accounting policies, which are described above, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects the current and future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

3. Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	-	57,500	57,500	-
Grants	694,723	402,739	1,097,462	1,010,971
	<u>694,723</u>	<u>460,239</u>	<u>1,154,962</u>	<u>1,010,971</u>
Total 2024	<u>697,000</u>	<u>313,971</u>	<u>1,010,971</u>	

In addition to the Restricted grant funders detailed on page 4 in the Trustees' report, the Charity received unrestricted grants from the following funders, which are included within total unrestricted grants:

£445,000 from the Hadley Trust
£100,000 from the Esmee Fairbairn Foundation
£75,000 from the Jongen Charitable Trust
£50,000 from the Aurum Trust
£20,000 from the AB Charitable Trust

4. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Consultancy contracts and fees	<u>177,669</u>	<u>177,669</u>	<u>155,471</u>
Total 2024	<u>155,471</u>	<u>155,471</u>	

Income from consultancy contracts is derived from research projects and consultancy services of a contract nature that the charity has undertaken to promote evidence-based justice policy reforms.

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

5. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £	Total funds 2024 £
Research and dissemination	932,643	309,808	1,242,451	1,125,742
Total 2024	791,163	334,579	1,125,742	

Analysis of direct costs

	Total funds 2025 £	Total funds 2024 £
Wages and salaries	740,046	656,329
Consultancy	119,679	63,641
Other direct costs	68,615	67,774
Training	4,303	3,419
	932,643	791,163

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

5. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2025 £	Total funds 2024 £
Staff costs	81,230	80,001
Depreciation	14,627	10,794
Office costs	27,429	39,666
Recruitment, health & safety and staff welfare	38,863	47,368
Insurance	2,870	1,673
Rent and rates	62,366	76,451
Travel and subsistence	48,805	49,338
Sundry expenses	7,699	2,805
Subscriptions	15,387	15,589
Governance costs	10,532	10,894
	<u>309,808</u>	<u>334,579</u>

6. Auditors' remuneration

	2025 £	2024 £
Fees payable to the Company's auditor for the audit of the Company's annual accounts	<u>7,500</u>	<u>7,200</u>

7. Staff costs

	2025 £	2024 £
Wages and salaries	686,409	620,127
Social security costs	66,516	52,989
Contribution to defined contribution pension schemes	68,351	63,214
	<u>821,276</u>	<u>736,330</u>

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

7. Staff costs (continued)

The average number of persons employed by the Company during the year was as follows:

	2025 No.	2024 No.
Employees	18	17

All employee time is involved in providing either direct or support services to the charitable activities of the Company.

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025 No.	2024 No.
In the band £60,001 - £70,000	1	1
In the band £80,001 - £90,000	1	1

The total amount of employee benefits received by key management personnel was £180,761 (2024: £176,950).

8. Trustees' remuneration and expenses

During the year, Shauneen Lambe was paid remuneration of £Nil (2024: £4,019) by the Charity. This related to project work undertaken in partnership with and on behalf of the Charity's sister organisation, the Center For Justice Innovation and was paid out of unrestricted funds. The Center for Justice Innovation reimbursed the Charity for the payment made on its behalf.

During the year, Geraldine O'Hare was paid remuneration of £Nil (2024: £1,000) by the Charity. This related to training provided on problem solving courts.

Trustees received no other remuneration or benefits.

During the year ended 31 March 2025, travel expenses incurred to attend meetings and workshops totalling £7,656 (2024: £7,221) were reimbursed or paid directly to 12 Trustees (2024: 6 Trustees).

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

9. Tangible fixed assets

	Short-term leasehold property £	Fixtures and fittings £	Office equipment £	Total £
Cost				
At 1 April 2024	7,683	11,790	72,244	91,717
Additions	-	3,087	10,478	13,565
At 31 March 2025	7,683	14,877	82,722	105,282
Depreciation				
At 1 April 2024	191	11,790	57,817	69,798
Charge for the year	2,561	1,029	11,037	14,627
At 31 March 2025	2,752	12,819	68,854	84,425
Net book value				
At 31 March 2025	4,931	2,058	13,868	20,857
At 31 March 2024	7,492	-	14,427	21,919

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

10. Debtors: Amounts falling due within one year

	2025 £	2024 £
Other debtors	17,296	23,766
Prepayments and accrued income	47,155	70,712
	<u>64,451</u>	<u>94,478</u>

11. Creditors: Amounts falling due within one year

	2025 £	2024 £
Other taxation and social security	17,928	16,412
Other creditors	5,939	5,468
Accruals and deferred income	35,610	18,117
	<u>59,477</u>	<u>39,997</u>

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

12. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Balance at 31 March 2025 £
Unrestricted funds				
General Funds - all funds	607,633	872,392	(908,308)	571,717
Restricted funds				
Court reform	34,264	94,500	(81,020)	47,744
Pre-court disposals	21,014	168,625	(115,503)	74,136
Problem-solving courts	33,134	-	-	33,134
Smarter Sentencing	34,947	45,000	(25,674)	54,273
Women in justice	(3,847)	94,614	(76,980)	13,787
Common Ground Justice	-	57,500	(34,966)	22,534
	119,512	460,239	(334,143)	245,608
Total of funds	727,145	1,332,631	(1,242,451)	817,325

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

12. Statement of funds (continued)

Purposes of restricted funds

The purposes of the restricted funds are summarised below. Further details on the objectives and achievements of restricted funds are provided in the Trustees' report.

Court reform

These funds are used to promote evidence based court reform research to improve procedural fairness in court. The charity also provides Community Advice services, including the running the service in Highbury Corner magistrates' court, where the charity worked with over 150 court users to help them access the support they need relating to housing, benefits support and mental health issues.

Pre-court disposals

These funds are used to improve the use and effectiveness of pre-court disposals as an evidence-based way of addressing low-level criminal behaviour, while minimising the collateral consequences of prosecution on people's future life chances.

Problem-solving courts

These funds are used to help practitioners implement evidence-led problem-solving approaches, in particular supporting the 16 Family Drug and Alcohol Courts, which work with families to overcome the substance misuse, mental health and domestic abuse problems which lead to their children being at risk of serious harm.

Smarter sentencing

These funds are used to promote evidence-based practice in sentencing across the UK where crime is proportionately punished, the harm caused by crime is repaired, victims feel listened to and protected, systemic racial disparities are tackled, and where people who have offended are given the chance to turn around their lives.

Women in justice

These funds are used to research and implement gender-specific responses for women in the justice system, especially around violence against women and girls. This includes supporting practitioners to deliver gender-responsive interventions and victim services, traumainformed practice and ensuring policy change recognises the distinct needs of women and girls.

Common Ground Justice

The Common Ground Justice Project aims to find a better balance between different perspectives on crime and justice. The project is uncovering a new way forward – towards a justice system that makes communities safer while restoring public confidence and trust in the system. The Centre for Justice Innovation is acting as an incubator for the project.

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

12. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2023 £	Income £	Expenditure £	Balance at 31 March 2024 £
Unrestricted funds				
General Funds - all funds	591,671	852,471	(836,509)	607,633
Restricted funds				
Court reform	29,321	95,000	(90,057)	34,264
Pre-court disposals	14,570	49,500	(43,056)	21,014
Problem-solving courts	32,548	67,950	(67,364)	33,134
Smarter Sentencing	34,947	40,000	(40,000)	34,947
Women in justice	(16,612)	61,521	(48,756)	(3,847)
	94,774	313,971	(289,233)	119,512
Total of funds	686,445	1,166,442	(1,125,742)	727,145

13. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	20,857	-	20,857
Current assets	610,337	245,608	855,945
Creditors due within one year	(59,477)	-	(59,477)
Total	571,717	245,608	817,325

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

13. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	21,919	-	21,919
Current assets	625,711	119,512	745,223
Creditors due within one year	(39,997)	-	(39,997)
Total	607,633	119,512	727,145

14. Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £	2024 £
Net income for the year (as per Statement of Financial Activities)	90,180	40,700
Adjustments for:		
Depreciation charges	14,627	10,794
Decrease/(increase) in debtors	30,027	(45,208)
Increase/(decrease) in creditors	19,480	(14,025)
Net cash provided by/(used in) operating activities	154,314	(7,739)

15. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand	791,494	650,745
Total cash and cash equivalents	791,494	650,745

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

16. Analysis of changes in net debt

	At 1 April 2024	Cash flows	At 31 March 2025
	£	£	£
Cash at bank and in hand	650,745	140,749	791,494
	<u>650,745</u>	<u>140,749</u>	<u>791,494</u>

17. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. Contributions payable by the charity to the fund amounted to £5,936 (2024: £5,238) at the balance sheet date and are included in creditors.

18. Operating lease commitments

At 31 March 2025 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	2024 £
Not later than 1 year	<u>25,170</u>	<u>35,955</u>