

CRIMINAL JUSTICE ALLIANCE

**Registered Charity no.
1143038**

**Company limited by guarantee no.
6331413**

Report and Financial Statements

Year ended 31 August 2018

CONTENTS

| | |
|--|-------|
| Chair's introduction | 3 |
| Information | 4 |
| Trustees' report (incorporating Directors' report) | 5-8 |
| Independent Examiner's report | 9 |
| Statement of Financial Activities | 10 |
| Balance sheet | 11 |
| Notes to the financial statements | 12-14 |

INTRODUCTION

The Criminal Justice Alliance (CJA) continues to go from strength to strength, not only in size of membership, but in reach and influence. The high quality of speakers at our member meetings, including the Prisons Minister and Shadow Justice Secretary, shows the ability the CJA has in facilitating opportunities for our members to engage with policy makers.

The CJA has continued to press for change in two main areas: reducing the unfair use of stop and search and increasing access to Restorative Justice for victims. We were delighted that our evidence on the use of stop and search, based on research evidence and young BAME people's lived experiences from our 'No Respect' report, influenced the cross party Youth Violence Commission Review. It is also testament to the CJA's credibility in this area that it was successful in applying to be a Home Office 'super-complainant' providing a valuable and unique opportunity to raise concerns about harmful policing trends at a national level.

On Restorative Justice, we have worked closely with police forces and Police and Crime Commissioners to better understand the practical barriers to access and have sought to find and share examples of good practice. There is some evidence of increased access and the long-awaited government Victim's Strategy reflected the importance of Restorative Justice.

This year the CJA also published a particularly timely briefing, on ways to reduce the prison population. We were delighted to discuss this in person with the Prisons Minister along with some of our members, as well as contributing to a roundtable discussion with the Justice Secretary on increasing safety in prison.

I am most grateful to all our Trustees for their engagement and support, both to me and the charity, during what has been a busy reporting year for the CJA. I am delighted to welcome two new trustees to the Board, who are already bringing fresh perspectives and ideas. We were sorry to say farewell to Director Ben Summerskill after three years of outstanding leadership. On behalf of the Trustees I want to thank him for his excellent work in building the CJA's membership, profile and impact. We welcome Nina Champion as his replacement and look forward to working with her and the hardworking and committed CJA staff team going forward.

John Drew
Chair

INFORMATION

| | |
|---|---|
| Trustees: | Geoff Bayliss Janet Crowe Frances Flaxington Christine Leeson Coralyn Burge (From January 2018) Lucy Jaffé (From January 2018) |
| Chair | John Drew |
| Deputy Chair | Maria McNicholl |
| Treasurer | Geoff Bayliss |
| Director | Ben Summerskill (until May 2018) Nina Champion (from July 2018) |
| Charity number | 1143038 |
| Company number | 6331413 |
| Registered Office & Business Address | V308 Vox Studios Durham Street London SE11 5JH |
| Bankers | Co-operative Bank plc Blaise Pascal House 100 Pavilion Drive Brackmills Northampton NN4 7WZ |
| Solicitors | Bates Wells & Braithwaite 2-6 Cannon Street London EC4M 6YH |
| Independent Examiner | Michael Walton 39 Frewin Road London SW18 3LR |

TRUSTEES' ANNUAL REPORT

Trustees present their report and financial statements for the year ended 31 August 2018. The Criminal Justice Alliance (CJA) is a company limited by guarantee incorporated in August 2007. In July 2011 it became a registered charity.

Objectives

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

The CJA is a coalition of member organisations working across the criminal justice pathway from policing to prisons and probation. Members include campaigning charities, voluntary sector service providers, research bodies and staff associations, all committed themselves to improving outcomes throughout the criminal justice system in accordance with our charitable objectives. At the end of the reporting year we had 139 members (including three associate members). A full list of current members can be found at <http://criminaljusticealliance.org.uk/members/>

Principal activities of the year

- By the end of the reporting year our membership had risen to 139 organisations, up from 70 three years earlier. Our staff visited or met with 77 member organisations during the year in order to support their work, offer advice and ensure the integration of their priorities into the operational activities of the Alliance. We continued to regularly update members about criminal justice policy, examples of good practice, members' work and events through our e-bulletin.
- We held four major meetings during the reporting year enabling our members themselves to engage with, and influence, key figures within the criminal justice world. They were addressed in October by Andrea Albutt, President of the Prison Governors Association, who spoke about the challenges facing the prison service. In January Bob Neill MP, Chair of the Justice Select Committee, spoke about the work of the committee and their inquiries into Transforming Rehabilitation and the prison population. In May the Prisons Minister Rory Stewart MP addressed members stating his concerns over high levels of drug use and violence. In July, Shadow Secretary of State for Justice Richard Burgon MP set out the Labour Party's priorities on criminal justice. Each meeting was also addressed by a member, sharing details of their own recent learning, research or good practice development.
- We further developed our stop and search work stream. In October 2017 we wrote to each police force with localised statistics on the power's disproportionate use against black, Asian and minority ethnic people. We were invited to visit several forces and as a result began to carry out a mapping exercise of stop and search community scrutiny panels across the country, which was welcomed and supported by the Association of Police and Crime Commissioners.
- Due to our increased profile after the 'No Respect' report in 2017, the CJA was invited to give evidence to the Youth Violence Commission on stop and search. Following our evidence the Commission's interim report published in 2018 found that stop and search was, in the main, 'an ineffective policy' and recommended that any future violence reduction strategy 'will have to place a premium on

establishing trust and mutual respect.’ The CJA were also successful in applying to become a designated policing ‘super-complainant’.

- We also further developed our restorative justice work stream. Having committed to seeking to secure a legal entitlement to restorative justice, we continued to develop our understanding of the barriers to wider take up. We did this through a range of visits, communicating with our expert group of members and the development of a survey due to be circulated to all Police and Crime Commissioner Offices in autumn 2018.
- The long-awaited Victims Strategy emphasised the importance of restorative justice and committed to consulting on a Victims Law. Recent data from the Crime Survey for England and Wales show the proportion of incidents where victims recall being given the opportunity to meet the offender has gone up from 4.1% in 2016/17 to 7.5% in 2017/18.
- The third annual CJA Awards, promoting and celebrating good practice in delivering criminal justice outcomes, were successfully hosted in November by Chief Inspector of Probation Glenys Stacey. The organisational winner – DIVERT – was the first police station diversion programme supporting young adults in custody through using trained practitioners. The runner up was Youth Justice Legal Centre. We also gave an award for Journalism of the Year to help promote better reporting and understanding of criminal justice issues in print, broadcast and online media. This was won by BBC Panorama for ‘Behind Bars: Prison Undercover’ which judges commented ‘jolted national complacency about a real crisis’. In November 2017 we published a briefing called ‘What good looks like’ based on the shortlisted nominations for the 2017 CJA Awards.
- We briefed MPs of all parties on the Age of Criminal Responsibility Bill. After engaging with member organisations with respective specialist knowledge, we responded to six policy consultations: Strengthening probation, Transforming the response to domestic abuse, Transforming the court and tribunal estate, Prison Population 2022, Transforming Rehabilitation and MOPAC public access and engagement.
- In July 2018 we published a briefing setting out eight pragmatic and incremental ways the government could begin to reduce the prison population without impacting public safety. We met with the Prisons Minister in person to hand him the briefing and discuss our recommendations, in particular regarding remand and recall.
- Externally, we continued to play an active role on the management committee of the influential T2A (Transition to Adulthood) Alliance, enabling us both to give policy and public affairs advice and feed in member perspectives.
- In summer 2018 we launched a series of roadshow visits around the country to hear members’ views on the future strategy of the CJA for 2019-2021.

Staff

We are very grateful to our staff for their hard work and enthusiasm which significantly enhances our collective impact. We are committed to a future budget of 1.5 per cent of gross payroll for training and professional development. We are indebted to our outgoing Director Ben Summerskill for his leadership of the charity over the past three years and for his success in growing our membership, profile and impact during that time. We welcomed Nina Champion as our new Director from July 2018.

Funders

We are hugely grateful to the Hadley Trust, Porticus UK, the Barrow Cadbury Trust, the Monument Trust, the Allen Lane Foundation, the Joseph Rowntree Charitable Trust, the Evan Cornish Foundation and Matrix Causes Fund for their support during the year.

Governance and Management

The charity is governed by a Board of Trustees. Trustees are elected at the AGM or appointed between meetings by co-option. Trustees delegate day-to-day running of the charity to the Director who reports on operational performance through the Chair and financial performance through the Treasurer to the Board. Management accounts and variance reports are considered at each Board meeting. A Staff Committee, comprised of trustees, was established in 2015 and operates under terms of reference which delegate certain functions from the Board.

In accordance with our Diversity Policy adopted in 2015, the Director now reports annually to the Board on progress made in promoting diversity throughout not just the charity's employment practices but its operational activities too.

Following the recruitment of John Drew as Chair last financial year, we began a succession planning process to identify a new Deputy Chair. Maria McNicholl from CJA member St. Giles Trust was recruited as Deputy Chair in January 2018. We also recruited two new trustees following an open recruitment process. We will carry out a further recruitment process early in 2019.

Financial Review

The results for the year ended 31 August 2018 are set out in the attached financial statements. Total incoming resources for the year were £193,078. Expenditure for the year was £162,251. The surplus for the year was thus £30,827 due to some staffing gaps throughout the year. Fund balances carried forward at 31 August 2018 totalled £79,233.

Reserves Policy

The Trustees review the CJA's reserves policy annually. Considering the liabilities and costs associated with a reduction in the level of the charity's activities that might be caused by a reduction in funding, the Trustees have resolved that we should aim to build unrestricted reserves sufficient to cover not less than three months' anticipated expenditure. Year-end reserves of £79,233 represents just under six months' expenditure.

Trustees' responsibilities

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Statement of Recommended Practice 'Accounting and Reporting by Charities' (the Charities' SORP)
- make judgments and estimates that are reasonable and prudent;

- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures being disclosed and explained in the financial statements; and
- prepare the Financial Statements on a going concern basis (unless it is inappropriate to presume that the charity will continue in operation).

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

Preparation of the Report

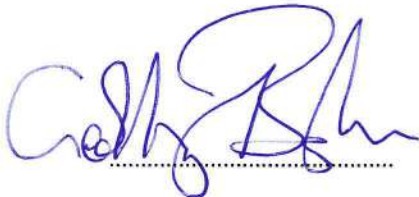
This report has been prepared in accordance with the charity's governing document, the Charities Act 2011 and recommendations contained in the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting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

This report was approved by the Board on 4 April 2019 and signed on its behalf by:



.....

John Drew (Chair)



.....

Geoff Bayliss (Treasurer)

Criminal Justice Alliance

Independent Examiner's Report To the Trustees of the Criminal Justice Alliance ('the Company') For the year ended 31st August 2018

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31st August 2018.

Responsibilities and basis of the report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

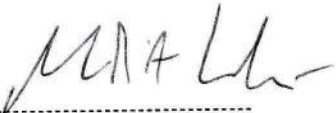
Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

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

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

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



Michael Walton
39 Frewin Road
London SW18 3LR

Date: 030419

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2018
(Incorporating an Income and Expenditure Account)**

| | Note | Unrestricted funds £ | Restricted Funds £ | Total funds 2018 £ | Total funds 2017 £ |
|---|------|----------------------------|--------------------------|-----------------------------|-----------------------------|
| INCOMING RESOURCES | | | | | |
| Incoming resources from generated funds | | | | | |
| Voluntary Income | | | | | |
| Grants and Donations | 2 | 123,442 | 54,826 | 178,268 | 192,623 |
| Membership subscriptions | | 14,355 | - | 14,355 | 12,567 |
| | | <u>137,797</u> | <u>54,826</u> | <u>192,623</u> | <u>205,190</u> |
| Bank interest | | 455 | - | 455 | 122 |
| Total incoming resources | | <u>138,252</u> | <u>54,826</u> | <u>193,078</u> | <u>205,312</u> |
| RESOURCES EXPENDED | | | | | |
| Cost of generating funds | 3 | 5,644 | - | 5,644 | 5,610 |
| Charitable activities | | 101,474 | 54,826 | 156,300 | 174,197 |
| Governance costs | | 307 | - | 307 | 442 |
| | | <u>107,425</u> | <u>54,826</u> | <u>162,251</u> | <u>180,249</u> |
| Net movement in funds and net incoming/(outgoing) resources for the year | | <u>30,827</u> | <u>-</u> | <u>30,827</u> | <u>25,063</u> |
| Fund balances brought forward at 1st September | | <u>48,406</u> | <u>-</u> | <u>48,406</u> | <u>23,343</u> |
| Fund balances carried forward at 31st August | | <u>79,233</u> | <u>-</u> | <u>79,233</u> | <u>48,406</u> |

The result for the year for Companies Act purposes is represented by the net movement in funds in the statement of financial activities. There are no recognised gains or losses in the current or preceding year other than those shown in the statement of financial activities above. All amounts derive from continuing operations.

BALANCE SHEET AS AT 31 AUGUST 2018

| | Note | 2018 £ | 2018 £ | 2017 £ | 2017 £ |
|---|------|-----------------|---------------|-----------------|---------------|
| Current assets | | | | | |
| Debtors | 5 | 4,100 | | 4,100 | |
| Cash at bank and short-term deposits | | 158,608 | | 139,115 | |
| | | <u>162,708</u> | | <u>143,215</u> | |
| Creditors: amounts falling due within one year | | | | | |
| | 6 | <u>(83,475)</u> | | <u>(94,809)</u> | |
| Net current assets | | | 79,233 | | 48,406 |
| Total net assets | | | <u>79,233</u> | | <u>48,406</u> |
| Represented by: | | | | | |
| Funds and reserves | | | | | |
| Restricted funds | | | - | | - |
| Unrestricted fund - General fund | | | 79,233 | | 48,406 |
| | | | <u>79,233</u> | | <u>48,406</u> |

For the year ended 31 August 2018 the charitable company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies.

Responsibility of Directors/Trustees

- (a) The members have not required the charitable company to obtain an audit of the accounts for the year in question in accordance with Section 476 of the Companies Act 2006 – however, in accordance with Section 145 of the Charities Act 2011 the accounts have been examined by an independent examiner whose report appears on page nine.
- (b) The Directors/Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Board on 4 April 2019 and signed on its behalf by:



..... **John Drew (Chair)**

NOTES TO THE FINANCIAL STATEMENTS

1. Accounting policies

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the financial statements.

Basis of accounting

The financial statements have been prepared in accordance with the accounting policies set out below and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities published on 16 July 2014 (FRS 102).

Having reviewed the financial position and future plans for the charity, the trustees have identified no material uncertainties related to events or conditions that cast significant doubt on the charity's ability to continue its activities for the foreseeable future. Accordingly, they continue to adopt a going concern basis in preparing the financial statements. The charity is a public benefit entity as defined in FRS 102

Income

All income is treated as unrestricted income and is available for expenditure approved by the Board unless the donor specified that income must be spent for a specific charitable objective, in which case it is treated as restricted income.

Income is recognised in the Statement of Financial Activities in the period when entitlement can be demonstrated, receipt is probable and the amount can be accurately measured. Any income restricted for expenditure in future years is deferred.

Expenditure

Expenditure is included in the Statement of Financial Activities when incurred and includes input VAT which cannot be recovered.

2. Incoming resources from generated funds

| Voluntary income | Unrestricted funds £ | Restricted Funds £ | Total 2018 £ | Total 2017 £ |
|---------------------------------------|----------------------------|--------------------------|--------------------|--------------------|
| Grants and Donations | | | | |
| Allen Lane Foundation | 8,334 | - | 8,334 | 1,666 |
| Barrow Cadbury Trust | - | 29,500 | 29,500 | 29,500 |
| Evan Cornish Foundation | - | 3,000 | 3,000 | 3,480 |
| Joseph Rowntree Charitable Trust | - | 11,240 | 11,240 | 8,430 |
| JP Getty Jnr Charitable Trust | - | - | - | 8,333 |
| McGrath Charitable Trust | - | - | - | 1,404 |
| Hadley Trust | 40,000 | 10,000 | 50,000 | 50,000 |
| Lush Charity Pot | - | - | - | 3,000 |
| Matrix Causes | - | 1,086 | 1,086 | 2,270 |
| Monument Trust | 25,000 | - | 25,000 | 25,000 |
| Porticus UK | 50,000 | - | 50,000 | 50,000 |
| 29 th May Charitable Trust | - | - | - | 2,340 |
| Donations | 108 | - | 108 | 7,200 |
| | 123,442 | 54,826 | 178,268 | 192,623 |
| Membership Subscriptions | 14,355 | - | 14,355 | 12,567 |
| | 137,797 | 54,826 | 192,623 | 205,190 |

3. Total resources expended

| | Unrestricted funds £ | Restricted Funds £ | Total 2018 £ | Total 2017 £ |
|------------------------------------|----------------------------|--------------------------|--------------------|--------------------|
| Cost of generating funds | | | | |
| Fundraising consultancy | 5,644 | - | 5,644 | 5,610 |
| Charitable activities | | | | |
| Members' Meetings | 1,528 | - | 1,528 | 2,336 |
| CJA Awards | - | 8,806 | 8,806 | 9,153 |
| Office costs | 20,839 | - | 20,839 | 18,252 |
| Employment costs | 77,192 | 45,600 | 122,792 | 128,593 |
| Campaign costs | - | 420 | 420 | 13,530 |
| Website costs | 1,915 | - | 1,915 | 2,333 |
| Total charitable activities | 101,474 | 54,826 | 156,300 | 174,197 |
| Governance costs | 307 | - | 307 | 442 |
| Total resources expended | 107,425 | 54,826 | 162,251 | 180,249 |

Governance costs are made up as follows:

| | Total 2018 £ | Total 2017 £ |
|---------------------------|--------------------|--------------------|
| Trustees' travel expenses | 120 | 118 |
| Board meeting expenses | 187 | 324 |
| | 307 | 442 |

4. Employees and Trustees

Employment Costs

| | 2018 £ | 2017 £ |
|--|-----------|-----------|
| Staff costs during the period were as follows: | | |
| Salaries | 104,188 | 110,540 |
| Employer's National Insurance (after Employment Allowance) | 8,278 | 8,994 |
| Cost of defined contributions pension scheme | 7,515 | 7,620 |
| Staff Expenses | 829 | 1,064 |
| Recruitment costs | 1,982 | 375 |
| | 122,792 | 128,593 |

The average total number (by headcount) of employees during the year was 2.75, currently comprising 2 full-time employees.

No employee received emoluments (excluding employer's pension contributions) of more than £60,000 during the year. (2017: No employees)

No Trustees received any remuneration in respect of their services as Trustees during the period (2017: none). Travelling expenses of £120 (2017: £118) were reimbursed to one Trustee (2017 one Trustee) during the period.

5. Debtors

| | 2018 £ | 2017 £ |
|--------------------------|--------------|--------------|
| Rent and IT cost deposit | 4,100 | 4,100 |
| | <u>4,100</u> | <u>4,100</u> |

6. Creditors: amounts falling due within one year

| | 2018 £ | 2017 £ |
|--|---------------|---------------|
| Deferred grant income | 73,917 | 85,251 |
| Tax, social security and defined benefit pension contributions | 9,558 | 9,558 |
| | <u>83,475</u> | <u>94,809</u> |

7. Funds

| | At 1 September 2017 £ | Incoming resources £ | Expenditure £ | At 31 August 2018 £ |
|---------------------------------|--------------------------------|----------------------------|------------------|------------------------------|
| Total unrestricted funds | 48,406 | 138,252 | (107,425) | 79,233 |
| Total restricted funds | - | 54,826 | (54,826) | - |
| Total funds | <u>48,406</u> | <u>193,078</u> | <u>(162,251)</u> | <u>79,233</u> |

8. Company status

The Charity is constituted as a company limited by guarantee. In the event of the company being wound up members are required to contribute an amount not exceeding £1.