

CRIMINAL JUSTICE ALLIANCE

**Registered Charity no.
1143038**

**Company limited by guarantee no.
6331413**

Report and Financial Statements

Year ended 31 August 2017

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INTRODUCTION

The collective impact of the Criminal Justice Alliance is a function of the size and reach of its membership. Consequently we're very pleased indeed to have continued to grow during the reporting year, from 110 to 125 member organisations. They, and their 14,000 expert staff, inform everything we do and are key to our effectiveness. We were similarly delighted that 98 per cent of them said in our most recent member survey that the CJA now 'adds value' to the work of their own organisation, a core purpose for us.

Representing a coalition whose members – uniquely – work across the criminal justice pathway from policing to prisons and probation, the CJA engages a range of areas beset by both current and future uncertainties. Our capacity calmly to engage both policymakers and politicians is based on the rich seams of intelligence that come from members. That has happened in a range of areas during the last year.

Notable among our achievements have been our developing workstreams on securing an entitlement to restorative justice and stop and search. Publication during the year of a robust national costing framework for restorative justice and *No Respect*, our major report into the unfair use of stop and search against young black people, have made material contributions to national debates.

Those contributions are reflected in the calibre, and seniority, of public figures from the criminal justice world who continue to attend the members meetings detailed in this report, offering important chances for our members to engage directly with them. They're also reflected in the seriousness with which the CJA is taken by others as we continue to promote better outcomes across the criminal justice pathway.

I'm most grateful to all our Trustees for their engagement and support, both to me and the charity, during the reporting year. I particularly thank my predecessor, John Samuels, who retired as Chair in January after five years of outstanding leadership at a time of considerable change. All of us are similarly grateful to our staff, led so excellently by Ben Summerskill, for their continuing professionalism and diligence.

John Drew
Chair

INFORMATION

Trustees:	Geoff Bayliss Helen Cantrell Janet Crowe John Drew Frances Flaxington Christine Leeson Maria McNicholl John Samuels Charlotte Weinberg	(until 23 January 2017) (until 23 January 2017)
Chair	John Samuels John Drew	(until 23 January 2017) (from 23 January 2017)
Deputy Chair	Helen Cantrell	
Treasurer	Geoff Bayliss	
Director	Ben Summerskill	
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 2017. 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 125 members (including five associate members). A full list of current members can be found at <http://criminaljusticealliance.org.uk/members/>

The CJA is committed to helping deliver

- crime-free lives
- crime reduction
- better policing
- fairer, swifter justice
- reduced reliance on imprisonment
- improved rehabilitation

with particular focus on effectiveness, fairness and new models of delivery.

Principal activities of the year

- By the end of the reporting year our membership had risen to 125 organisations, up from 70 two years earlier. Our annual member survey, carried out in August, found that 98 per cent of members said the CJA now 'adds value' to the work of their own organisations. Our staff visited or met with 65 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 held four major meetings during the reporting year enabling our members themselves to engage with, and influence, key figures within the criminal justice world. These were addressed in October by Dame Glenys Stacey, HM Chief Inspector of Probation, who discussed the 'seismic' changes currently facing the probation service. In January Ian Bickers, Executive Governor of Wandsworth Prison, shared his view of government plans for prison reform. In April, Shadow Home Secretary Diane Abbott outlined plans for policing and crime under a future Labour government. In July HM Chief Inspector of Prisons Peter Clarke talked about current violence, instability and over-crowding in prisons and how each might be mitigated. 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 workstream. After meeting with young people and senior police officers across the country, we published *No respect:*

Young BAME men, the police and stop and search, a report – including opinion polling commissioned from YouGov – on the recent experiences of young black, Asian and minority ethnic people and stop and search. We shared the report with 1,000 key stakeholders – including Police & Crime Commissioners, Chief Constables, council leaders and all MPs in England and Wales – accompanied by letters featuring specific data from their own constabularies so the report could be used to challenge local performance.

- We also further developed our restorative justice workstream. Having committed ourselves to seeking to secure a legal entitlement to restorative justice, we developed – with the support of a reference group of expert members – detailed briefings on both the need for an entitlement and, more important, the cost. We regard the latter – identifying the cost framework in relation to 318,000 qualifying cases nationally – as a fundamental step. At £30.5m, it now gives us a ‘budget’ to answer ministerial complaints that those who want an entitlement to restorative justice can’t identify the fiscal implications.
- The second annual CJA Awards, promoting and – equally important, celebrating – good practice in delivering criminal justice outcomes, were successfully hosted in November by Baroness Young of Hornsey. All three organisational winners – Storybook Dads, SAFE! and St Mungo’s at Feltham – work with young people at risk of, or engaged in, crime. We also gave, for the first time, an award for Journalism of the Year in order to help promote better reporting and understanding of criminal justice issues in print, broadcast and online media. This was won by BBC News for its *Life Inside Wandsworth Prison* series of news reports.
- In liaison with member organisations, we briefed MPs of all parties on Second Reading of the proposed Prisons & Courts Bill, focusing on possible extension of the ‘statutory purpose’ of prison to include provision of a ‘decent and humane’ environment and on adequate safeguards, particularly for vulnerable people, when it’s made possible (as proposed) to plead guilty to non-imprisonable offences online. We also briefed peers on Lord Dholakia’s private members’ bill, intended to raise the age of criminal responsibility from 10 to 12. We will continue to champion this issue.
- After engaging with member organisations with respective specialist knowledge, we responded to Sentencing Council consultations on Youth Sentencing and on Bladed Articles and Offensive Weapons, arguing strongly that we could see no case that justified longer sentences. We also responded to the Justice Select Committee inquiry into the Disclosure of Youth Criminal Records. Our Director gave evidence to the London Assembly Police & Crime Committee hearing into the Mayor’s Policing Plan, arguing that the Mayor of London might consider introducing an entitlement to restorative justice if national government did not.
- After developing constructive relationships with both Michael Gove and Liz Truss and their advisers, we started in June doing the same with David Lidington, the fourth Lord Chancellor and Secretary of State for Justice in just over two years. Throughout the year, we continued to engage with a range of other senior stakeholders.
- We engaged with a range of media throughout the year to promote our core objectives and our Twitter following grew above 10,000. Throughout the year also, to further support our members’ staff – now numbering 14,000 – the continued development of our website included introduction of a *Plain English Criminal Justice Dictionary* and blog. We published a range of mini-briefings for members to inform their work.

- 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 June, the Government announced the appointment of our Director, Ben Summerskill, as a Council member of ACAS, the Advisory, Conciliation & Arbitration Service.

Staff

We're very grateful indeed to our staff for their continuing hard work and engagement and, in particular, their successful efforts in bringing us back into financial surplus this year. Their enthusiasm significantly enhances our collective impact. We said farewell during the year to Stephen Moffatt, who had very effectively served the charity as Policy & Campaigns Officer for more than five years.

We remain committed to a future budget of one per cent of payroll for training and professional development (at the higher end of sectoral good practice).

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 John Paul Getty Jnr Charitable Trust, the Evan Cornish Foundation, the Lush Charity Pot, the 29th May 1961 Charitable Trust, Matrix Causes Fund and the McGrath Charitable Trust for their support during the year. We're similarly grateful to the individual donor who generously funded the YouGov polling for *No Respect*.

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.

During the reporting year, John Drew (former Chief Executive of the Youth Justice Board) succeeded John Samuels as Chair upon expiry of the latter's permitted term of office. We began a succession planning process to identify a new Deputy Chair to similarly succeed Helen Cantrell in 2018. In August, we launched an open recruitment process for new trustees, further to a light touch skills audit. One objective, which we expect to meet once the process is complete, is to increase the number of ex-offenders on our Board.

Financial Review

The results for the year ended 31 August 2017 are set out in the attached financial statements. Total incoming resources for the year were £205,312, up from £121,767 last year. Expenditure for the year was £180,249. The surplus for the year was thus £25,063. Fund balances carried forward at 31 August 2017 totalled £48,404.

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 £48,404 represent just over three 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 22 January 2018 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 2017**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31st August 2017.

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').

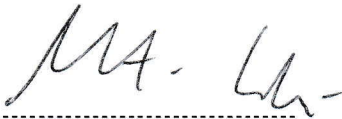
Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). 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: 200118

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2017
(Incorporating an Income and Expenditure Account)**

	Note	Unrestricted funds £	Restricted Funds £	Total funds 2017 £	Total funds 2016 £
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary Income					
Grants and Donations	2	132,199	60,424	192,623	110,978
Membership subscriptions		12,567	-	12,567	10,715
		<u>144,766</u>	<u>60,424</u>	<u>205,190</u>	<u>121,693</u>
Bank interest		122	-	122	74
Total incoming resources		<u>144,888</u>	<u>60,424</u>	<u>205,312</u>	<u>121,767</u>
RESOURCES EXPENDED					
Cost of generating funds	3	3,270	2,340	5,610	6,510
Charitable activities		116,113	58,084	174,197	130,839
Governance costs		442	-	442	576
Total resources expended		<u>119,825</u>	<u>60,424</u>	<u>180,249</u>	<u>137,925</u>
Net movement in funds and net incoming/(outgoing) resources for the year		<u>25,063</u>	<u>-</u>	<u>25,063</u>	<u>(16,158)</u>
Fund balances brought forward at 1st September		<u>23,343</u>	<u>-</u>	<u>23,343</u>	<u>39,501</u>
Fund balances carried forward at 31st August		<u>48,406</u>	<u>-</u>	<u>48,406</u>	<u>23,343</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 2017

	Note	2017 £	2017 £	2016 £	2016 £
Current assets					
Debtors	5	4,100		4,100	
Cash at bank and short-term deposits		139,115		121,258	
		<u>143,215</u>		<u>125,358</u>	
Creditors: amounts falling due within one year					
	6	<u>(94,809)</u>		<u>(102,015)</u>	
Net current assets					
			48,406		23,343
Total net assets					
			<u>48,406</u>		<u>23,343</u>
Represented by:					
Funds and reserves					
Restricted funds			-		-
Unrestricted fund - General fund			48,406		23,343
			<u>48,406</u>		<u>39,501</u>

For the year ended 31 August 2016 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 22 January 2018 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 2017 £	Total 2016 £
Grants and Donations				
Allen Lane Foundation	1,666	-	1,666	11,250
Barrow Cadbury Trust	-	29,500	29,500	9,750
Evan Cornish Foundation	-	3,480	3,480	-
Esmée Fairbairn Foundation	-	-	-	12,500
Joseph Rowntree Charitable Trust	-	8,430	8,430	-
J P Getty Jnr Charitable Trust	8,333	-	8,333	1,667
McGrath Charitable Trust	-	1,404	1,404	-
Hadley Trust	40,000	10,000	50,000	38,333
Lush Charity Pot	-	3,000	3,000	991
Matrix Causes Fund	-	2,270	2,270	-
The Monument Trust	25,000	-	25,000	8,333
Porticus UK	50,000	-	50,000	20,833
29 th May 1961 Charitable Trust	-	2,340	2,340	6,510
Donations	7,200	-	7,200	811
	<u>132,199</u>	<u>60,424</u>	<u>192,623</u>	<u>110,978</u>
Membership Subscriptions	12,567	-	12,567	10,715
	<u>144,766</u>	<u>60,424</u>	<u>205,190</u>	<u>121,693</u>

3. Total resources expended

	Unrestricted funds £	Restricted Funds £	Total 2017 £	Total 2016 £
Cost of generating funds				
Fundraising consultancy	3,270	2,340	5,610	6,510
Charitable activities				
Members Meetings	2,336	-	2,336	3,161
CJA Awards 2016	-	9,153	9,153	-
Office costs	18,252	-	18,252	10,809
Employment costs	93,192	35,401	128,593	112,223
Campaigning costs	-	13,530	13,530	-
Website costs	2,333	-	2,333	3,896
Office move costs	-	-	-	750
Total charitable activities	116,113	58,084	174,197	130,839
Governance costs	442	-	442	576
Total resources expended	119,825	60,424	180,249	137,925

Governance costs are made up as follows:

	Total 2017 £	Total 2016 £
Directors' travel expenses	118	75
Board meeting expenses	324	501
Sundry costs	-	-
	442	576

4. Employees and Trustees

Employment Costs	2017 £	2016 £
Staff costs during the period were as follows:		
Salaries	110,540	96,080
Employer's National Insurance (after Employment Allowance)	8,994	6,897
Cost of defined contributions pension scheme	7,620	8,027
Staff Expenses	1,064	1,219
Recruitment costs	375	-
	128,593	112,223

The average total number of employees during the year was three.

No employee received emoluments (excluding employer's pension contributions) of more than £60,000 during the year. (2016: None)

No Trustees received any remuneration in respect of their services as Trustees during the period (2016: none). Travelling expenses of £118 (2016: £75) were reimbursed to one Trustee (2016: one Trustee) during the period.

5. Debtors

	2017 £	2016 £
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

	2017 £	2016 £
Deferred grant income	85,251	87,590
Tax, social security and defined benefit pension contributions	9,558	12,466
Website update	-	1,959
	<u>94,809</u>	<u>102,015</u>

7. Funds

	At 1 September 2016 £	Incoming resources £	Expenditure £	At 31 August 2017 £
Total unrestricted funds	23,343	144,888	(119,825)	48,406
Total restricted funds	-	60,424	(60,424)	-
Total funds	<u>23,343</u>	<u>205,312</u>	<u>(180,249)</u>	<u>48,406</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.