

CRIMINAL JUSTICE ALLIANCE

**Registered Charity no.
1143038**

**Company limited by guarantee no.
6331413**

Report and Financial Statements

Year ended 31 August 2019

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INTRODUCTION

Following the appointment of our new Director, Nina Champion, in July 2018, the CJA has engaged widely with its membership to develop a new and ambitious strategy for the next three years called 'Connecting for Change'. With our members, we refreshed our vision to set out more clearly that a fair and effective criminal justice system is one that is safe, smart, person-centred, restorative and trusted.

The new strategy focuses on consolidating the membership and identifying opportunities to harness and amplify their expertise to influence positive change in policy and practice.

The uniqueness of our membership, which includes charities, research bodies, think tanks and professional organisations from across the criminal justice pathway, means we are now more closely focusing on how we can achieve systemic change. Our new strategy looks at 'golden thread' issues with relevance across our criminal justice system, in order that we can help break down silos, sharing learning and take a whole-system approach to influencing policy and practice.

We continue to secure engaging and influential keynote speakers at our member meetings, including the Chief Executive of HMPPS, the Victims Commissioner, the Prisons and Probation Ombudsman, the Chair of the Metropolitan Black Police Association and the Founder of the Scottish Violence Reduction Unit. This year has also seen a steep increase in the number of opportunities members have had to engage in a more direct way with the CJA's work and meet with policy makers, through a wide variety of roundtables, policy forums and expert groups on topics including post-release accommodation, probation reforms, older people, lived experience, workforce diversity and BAME victims of crime.

This year has seen the publication of two reports. *Stop and Scrutinise* focussed on community scrutiny of stop & search and has resulted in new draft guidance for the police, while *A journey of learning, growth and change* on restorative justice called for a new national action plan for RJ. We have also engaged members in developing a briefing for prospective Police and Crime Commissioners ahead of the elections in 2020.

We have responded to seven consultations and our Director has given evidence to the Justice Select Committee and APPG on Knife Crime. She was also appointed to the Ministerial Advisory Board for Female Offenders and has used the position to raise concerns about the use of remand, the needs of BAME women and support for women's centres.

Our annual awards in November 2018 showcased once more the fantastic work in our sector and in particular the outstanding work of our winners Marie Claire O'Brien (Founder of New Leaf Initiative CIC), The Zahid Mubarek Trust and Revolving Doors Agency. Our Outstanding Journalist was David Cohen from The Evening Standard and our Lifetime Achievement Award went to Martine Lignon, Chair of the Prisoners' Advice Service and Trustee of Women in Prison.

We were sad to lose three trustees; Maria McNicholl, Chris Leeson and Frances Flaxington. Their expertise and support over the last six years has been invaluable. I am delighted however to welcome six new trustees to the Board, who are already bringing fresh perspectives and ideas. I am most grateful to all our Trustees for their engagement and enthusiasm as we enter this exciting new strategic period for the CJA.


John Drew
Chair

INFORMATION

Trustees:	Geoff Bayliss Janet Crowe Coralyn Burge Lucy Jaffé Frances Flaxington (Until April 2019) Christine Leeson (Until April 2019) Nadine Smith (From April 2019) Kevin Wong (From April 2019) Rod Morgan (From April 2019) Carol Hodson (From April 2019) Tebussum Rashid (From April 2019) Caroline Drummond (From April 2019)
Chair	John Drew
Deputy Chair	Maria McNicholl (Until June 2019) Lucy Jaffé (From June 2019)
Treasurer	Geoff Bayliss
Director	Nina Champion
Charity number	1143038
Company number	6331413
Registered Office & Business Address	V111 Vox Studios Durham Street London SE11 5JH (From December 2019)
Bankers	Co-operative Bank plc Blaise Pascal House 100 Pavilion Drive Brackmills Northampton NN4 7WZ
Solicitors	Russell Cooke Solicitors 2 Putney Hill London SW15 6AB
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 2019. 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 prevention to policing, prisons to probation and beyond including housing, health, equalities and victim services. Members include charities, professional associations, think tanks and research bodies, 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 158 members (including four associate members). A full list of current members can be found at <http://criminaljusticealliance.org.uk/members/>

Principal activities of the year

Development and launch of new strategy 'Connecting for Change' 2019-2022

Following an online member survey, several member regional roadshow events and a series of individual meetings and phone calls with members in 2018, CJA staff and trustees developed a new 3-year strategy called 'Connecting for Change' which was launched at a Members Meeting in April 2019. The strategy included a refreshed vision and mission, as well as four key strategic objectives, as set out below:

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

- **Members meetings and regional meetings**

We held four members meetings with engaging and influential keynote speakers, including the Chief Executive of HMPPS, the Victims Commissioner, the Prisons and Probation Ombudsman, Chair of the Metropolitan Black Police Association and the Founder of the Scottish Violence Reduction Unit. Our keynote speakers and panellists, made up of CJA members and other experts, spoke on topics ranging from building trust between the police and BAME communities, to a restorative criminal justice system, effective community scrutiny and a public health approach to reducing violence. We also held smaller regional meetings in Bristol and Birmingham.

- **Policy forums and roundtables**

In addition to our quarterly members meetings, we also organised quarterly policy forums and roundtable events at the Ministry of Justice (MoJ) and at the House of Lords to give members an opportunity feed in their ideas and expertise on specific topics directly to policy makers and officials. CJA members contributed to these events, which included discussions on the review of probation services that the CJA fed into a consultation response. On the same topic later in the year when the proposed reforms were emerging, CJA members attended the House of Lords for a roundtable on probation reforms hosted by Lord Ramsbotham and attended by the Shadow Secretary of State for Justice. A briefing note was circulated to key stakeholders. The MoJ responded *'Thank you for sending this*

feedback into the probation change programme, always really valuable. I will disseminate this to relevant leads.'

A policy forum at the MoJ on older people in the criminal justice system and a briefing was produced and sent to the MoJ 'Justice 2030' team who responded that it was *'an excellent example for how the department can talk openly about challenges.'*

A policy forum with the new Head of Accommodation for HM Prison and Probation Service on post release housing saw CJA members feed in their expertise. She said *'I found it really useful and came away with some important messages and ideas.'* A CJA member commented *'It was a helpful and informative meeting with organisations from around the UK sharing similar experiences and offering a range of solutions.'*

- **Expert groups**

We convened several expert groups throughout the year on different topics. These included an expert group to co-produce a briefing for Police and Crime Commissioner candidates ahead of the 2020 PCC elections. The briefing 'Public Safety, Public Trust' sets out five key challenges for new PCCs and showcases innovative ideas and solutions they could include in their manifestos and Police and Crime Plans.

We worked with several CJA members on the issue of the overuse of custodial remand, meeting together to bring together evidence and ideas, and then meeting with key stakeholders including the Prisons Minister and relevant officials. We also held two meetings with members and other key stakeholders on the rise of suspicion-less stop & searches to share evidence and discuss possible actions.

- **Annual CJA Awards**

We highlighted the excellent work of Outstanding Organisations and Individuals in the sector with our fourth annual CJA Awards ceremony in November. The winner of Outstanding Organisation was The Zahid Mubarek Trust, who said *'The Award enabled us to support two ex-prisoners in delivering their workshops to prisoners which would not otherwise be possible.'* The runner-up Revolving Doors Agency said *'it was such a proud moment for us. It was fantastic to be recognised for our work co-creating a new national peer support model.'* Marie-Claire O'Brien from New Leaf Initiative won Outstanding Individual and commented that *'Winning the CJA Outstanding Individual award was an extremely proud moment for me and my family, especially after being sat in a prison cell just over a decade ago.'* Our media awards were featured in the Evening Standard due to their Features Editor David Cohen winning the Outstanding Journalism prize. The Awards were presented by investigative reporter Raphael Rowe and guests included the former Chief Inspector of Prisons, Ministry of Justice and HMPPS officials and CJA members. Once again, we published our 'What good looks like' brochure outlining the work of our shortlisted nominees.

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

- **Consultation responses**

We responded to seven consultations throughout the year. These included Ministry of Justice consultations on serious violence, Knife Crime Prevention Order and probation reform, the Labour Party consultation on their future justice policy and the Home Office consultation on a public-health duty. We also responded to the consultation on HMICFRS's policing inspection programme and framework. At the end of the year the Director took part in a rapid review of sentencing telephone call with the Ministry of Justice around plans to extend sentences for serious and prolific offenders. She emphasised the need to have a proper and transparent consultation of these proposals with the wider sector and public.

- **Evidence to Select Committees and APPGs**

We submitted written evidence to the Home Affairs Select Committee Inquiry on 20 years since the Macpherson Report and Director Nina Champion gave oral evidence to the APPG on Knife Crime and to the Justice Select Committee on progress since the Lammy Review.

- **Advisory Board on Female Offenders**

The Director was appointed to the Ministry of Justice Advisory Board on Female Offenders and presented a paper to the Minister on the issue of overuse of custodial remand. This was followed up by two further meetings with a range of officials and Lord Bradley.

- **Changing the narrative**

The CJA convened an expert group of journalists, CJA members and people with lived experience to develop a set of criteria for the annual CJA Media Awards to better promote constructive, solution-focused and ethical reporting of criminal justice issues. The Director has also offered advice through membership of the Reframing Justice Advisory Group.

- **T2A Alliance campaign management group**

The Director has attended T2A campaign management meetings in order to support the promotion of the specific needs of young adults in the CJS in policy making and feed in member perspectives.

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

- **Lived experience expert group**

As well as recruiting people with lived experience of the criminal justice system to our Board of trustees, the CJA has established an expert group of people from the CJA membership who have lived experience of the CJS to guide and support our work. This included contributing expertise to the development of a forthcoming report on the role of people with lived experience in the criminal justice workforce. This work was also supported by an intern who was on Release on Temporary Licence from prison.

- **HM Prison and Probation Service, Service User Advisory Group**

The Director sits on the HMPPS advisory board on service user involvement, promoting the role of people with lived experience in the criminal justice workforce and sharing effective examples of meaningful and inclusive service user engagement.

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

- **Effective Scrutiny and Accountability**

This year we published a report 'Stop & Scrutinise' on the topic of community scrutiny of stop and search powers. Copies were sent to all police forces, Police and Crime Commissioners, Home Affairs Select Committee members, Justice Select Committee members and other relevant ministers and parliamentarians. The CJA have also spoken at several events and conferences on the issue to promote the recommendations, as well as securing meetings with the Association of Police and Crime Commissioners, Home Office officials and Deputy Mayor for Policing and Crime for London. As a result, the Home Office have requested the College of Policing revise the Authorised Professional Practice on community engagement and community scrutiny of stop and search. The CJA will respond to the consultation on the draft wording.

Various forces including Cheshire and Humberside are using the report to review their community scrutiny processes; *'I have read through the report and found it easy to read, as it is clear and concise with some excellent examples of good practice across the country... The report has prompted me to revisit all areas. Many thanks for sending this report to us.'* The Mayor's Office for Policing and Crime (MOPAC) in London have used the report to set up a youth panel to develop more effective engagement of young people in scrutinising stop and search.

The CJA wrote to the Home Secretary about concerns with the new pilot making it easier to authorise suspicion-less s.60 searches and requesting they publish the Equality Impact Assessment for the decision.

- **Fit for purpose and diverse workforce**

The CJA began work on a report exploring the insights of people with lived experience. Much of the work on this report is being carried out by an intern on Release on Temporary Licence from prison. We also held a roundtable event at the Ministry of Justice bringing together people working to increase the racial diversity of the workforce from across the criminal justice pathway including several CJA members. This work will be developed over the coming year highlighting example of good practice and making recommendations.

- **A restorative criminal justice system**

The CJA published and disseminated a report 'A Journey of Learning, Growth and Change' on ways to embed Restorative Justice which was endorsed by the Victims Commissioner, HMPPS Restorative Practice Lead and Police and Crime Commissioner Lead for Victims. The recommendations will be used to inform our response to the government consultation on the Victims Code. We began work on exploring restorative practices and approaches.

We also co-hosted a roundtable event with the MoJ Race Disparity Team and 10 CJA members discussing the specific needs of BAME victims. The discussion was written up into a briefing paper and as a result, new guidance to PCCs is being considered.

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

This year the CJA introduced a new fee structure which introduced a lower tier for organisations with less than £50k turnover to promote membership amongst small grassroots, BAME-led and user-led organisations as set out in our strategy.

Other:

In December 2018 the CJA moved office within the same building to save costs.

Through a recommendation from CJA member ICPR, CJA were approached and agreed to apply take part in an Erasmus exchange programme entitled 'Systemic Change in Criminal Justice.' This application was successful and begins in December 2019 for two years.

We changed our fortnightly e-bulletin to a weekly bulletin alternating member news with policy news to make it more user-friendly. We have continued to grow our Twitter followers which are now at 11.9K, and the Director has 1.3K, enabling us to share criminal justice news and research wider across the sector.

Staff, consultants and interns

We are very grateful to our Director and Policy Officer for their hard work and enthusiasm which significantly enhances our collective impact, particularly as we managed to continue

to increase our engagement and impact despite a reduced staff team from 3 full time staff in the previous year, to 2 full time staff this year due to a gap in funding as a result of the transition between Directors and moving to a new strategy. We remain committed to a future budget of 1.5 per cent of gross payroll for training and professional development.

We are very grateful to two consultants who have supported our work this year. One of whom helped research the influential Stop & Scrutinise report and one of whom helped to support our fundraising to put our new strategy into action. We are also thankful for the support of two interns, one of whom was an Unlocked Graduate prison officer and the other who joined us on Release on Temporary Licence to help write our report on lived experience.

Funders

We are hugely grateful to the Hadley Trust, Porticus UK, the Barrow Cadbury Trust, the Monument Trust, the Joseph Rowntree Charitable Trust, the AB Charitable Trust, the Evan Cornish Foundation, Lush Charity Pot and Involve Foundation for their support during the year.

The trustees are pleased to report that since the year end we have had multi-year grants confirmed from the Esmee Fairbairn Foundation, Porticus UK and the Lloyds Bank Foundation for England and Wales. We are delighted that this will enable us to recruit a Communications and Engagement Officer as a third member of staff.

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 Risk Register and Balanced Scorecard noting progress against the CJA business plan are also considered by Trustees.

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

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

In accordance with our Diversity Policy adopted in 2015, the Director reports annually to the Board on progress made in promoting diversity throughout not just the charity's employment practices but its operational activities too. In 2019 the Board agreed an Adult Safeguarding policy.

Retirements and appointments to the Board of trustees are dealt with in the Chair's introduction.

Financial Review

The results for the year ended 31 August 2019 are set out in the attached financial statements. Total incoming resources for the year were £155,648. Expenditure for the year was £169,783. The deficit for the year was thus £14,135. Fund balances carried forward at 31 August 2019 totalled £65,098.

Reserves Policy

The Trustees review the CJA's reserves policy annually. The Trustees aim to have close to £70,000 unrestricted reserves sufficient to cover four months' anticipated expenditure based on three full time members of staff. Current year-end reserves are £65,098.

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.

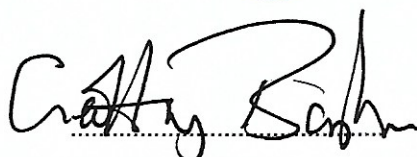
Preparation of the Report

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 ~~23~~²³ January 2020 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 2019

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31st August 2019.

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').

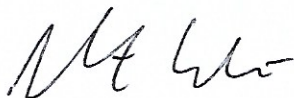
Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). 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: 15/1/20

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2019
(Incorporating an Income and Expenditure Account)**

	Note	Unrestricted funds £	Restricted Funds £	Total funds 2019 £	Total funds 2018 £
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary Income					
Grants and Donations	2	110,226	27,850	138,076	178,268
Membership subscriptions		17,114	-	17,114	14,355
		<u>127,340</u>	<u>27,850</u>	<u>155,190</u>	<u>192,623</u>
Bank interest		458	-	458	455
Total incoming resources		<u>127,798</u>	<u>27,850</u>	<u>155,648</u>	<u>193,078</u>
RESOURCES EXPENDED					
Cost of generating funds	3	10,872	-	10,872	5,644
Charitable activities		130,583	27,850	158,433	156,300
Governance costs		478	-	478	307
Total resources expended		<u>141,933</u>	<u>27,850</u>	<u>169,783</u>	<u>162,251</u>
Net movement in funds and net incoming/(outgoing) resources for the year		<u>(14,135)</u>	<u>-</u>	<u>(14,135)</u>	<u>30,827</u>
Fund balances brought forward at 1st September		<u>79,233</u>	<u>-</u>	<u>79,233</u>	<u>48,406</u>
Fund balances carried forward at 31st August		<u>65,098</u>	<u>-</u>	<u>65,098</u>	<u>79,233</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 2019

	Note	2019 £	2019 £	2018 £	2018 £
Current assets					
Debtors	5	4,745		4,100	
Cash at bank and short-term deposits		115,662		158,608	
		<u>120,407</u>		<u>162,708</u>	
Creditors: amounts falling due within one year					
	6	<u>(55,309)</u>		<u>(83,475)</u>	
Net current assets			65,098		79,233
Total net assets			<u>65,098</u>		<u>79,233</u>
Represented by:					
Funds and reserves					
Restricted funds			-		-
Unrestricted fund - General fund			65,098		79,233
			<u>65,098</u>		<u>79,233</u>


For the year ended 31 August 2019 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 January 2020 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 2019 £	Total 2018 £
Grants and Donations				
Allen Lane Foundation	-	-	-	8,334
AB Charitable Trust	1,666	-	1,666	-
Barrow Cadbury Trust	14,583	16,250	30,833	29,500
Evan Cornish Foundation	2,000	-	2,000	3,000
Hadley Trust	43,333	10,000	53,333	50,000
Involve Foundation	-	1,100	1,100	-
Joseph Rowntree Charitable Trust	2,810	-	2,810	11,240
Lush Charity Pot	-	500	500	-
Matrix Causes Fund	-	-	-	1,086

The Monument Trust	16,667	-	16,667	25,000
Porticus UK	29,167	-	29,167	50,000
Donations	-	-	-	108

	<u>110,226</u>	<u>27,850</u>	<u>138,076</u>	<u>178,268</u>
Membership Subscriptions	17,114	-	17,114	14,355
	<u>127,340</u>	<u>27,850</u>	<u>155,190</u>	<u>192,623</u>

3. Total resources expended

	Unrestricted funds £	Restricted Funds £	Total 2019 £	Total 2018 £
Cost of generating funds				
Fundraising consultancy	<u>10,872</u>	-	<u>10,872</u>	<u>5,644</u>
Charitable activities				
Members' Meetings	3,233	-	3,233	1,528
CJA Awards	339	10,000	10,339	8,806
Office, phone and IT costs	27,446	-	27,446	22,754
Employment costs	85,886	17,350	103,236	122,792
Campaign costs	5,879	500	6,379	420
Stop & Search report	7,800	-	7,800	-
Total charitable activities	<u>130,583</u>	<u>27,850</u>	<u>158,433</u>	<u>156,300</u>
Governance costs	478	-	478	307
Total resources expended	<u>141,933</u>	<u>27,850</u>	<u>169,783</u>	<u>162,251</u>

Governance costs are made up as follows:

	Total 2019 £	Total 2018 £
Trustees' travel expenses	41	120
Board meeting expenses	437	187
	<u>478</u>	<u>307</u>

4. Employees and Trustees

Employment Costs	2019 £	2018 £
Staff costs during the period were as follows:		
Salaries	85,350	104,188
Employer's National Insurance (after Employment Allowance)	6,908	8,278
Cost of defined contributions pension scheme	4,421	7,515

Staff Expenses	430	829
Staff Training	2,355	-
Recruitment costs	-	1,982
Volunteer's expenses	3,772	
	<u>103,236</u>	<u>122,792</u>

The average total number (by headcount) of full time employees during the year was 2.

No employee received emoluments (excluding employer's pension and NI contributions) of more than £60,000 during the year. (2018: No employees)

No Trustees received any remuneration in respect of their services as Trustees during the period (2018: none). Travelling expenses of £41 (2018: £120) were reimbursed to one Trustee (2018 one Trustee) during the period.

5. Debtors

	2019 £	2018 £
Rent and IT cost deposit	4,745	4,100
	<u>4,745</u>	<u>4,100</u>

6. Creditors: amounts falling due within one year

	2019 £	2018 £
Deferred grant income	45,751	73,917
Tax, social security and defined benefit pension contributions	9,558	9,558
	<u>55,309</u>	<u>83,475</u>

7. Funds

	At 1 September 2018 £	Incoming resources £	Expenditure £	At 31 August 2019 £
Total unrestricted funds	<u>79,233</u>	<u>127,798</u>	<u>(141,933)</u>	<u>65,098</u>
Total restricted funds	<u>-</u>	<u>27,850</u>	<u>(27,850)</u>	<u>-</u>
Total funds	<u>79,233</u>	<u>155,648</u>	<u>(169,783)</u>	<u>65,098</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.