

**CRIMINAL JUSTICE ALLIANCE**

**Registered Charity no.  
1143038**

**Company limited by guarantee no.  
6331413**

**Report and Financial Statements**

**Year ended 31 August 2014**

**CRIMINAL JUSTICE ALLIANCE (Company limited by guarantee no. 6331413)**

**REPORT AND FINANCIAL STATEMENTS**

**For the year ended 31 August 2014**

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## CRIMINAL JUSTICE ALLIANCE (Company limited by guarantee no. 6331413)

### CHAIRMAN'S INTRODUCTION

It is always a pleasure to note the continued success of the CJA in the year under review (2013-14) - albeit in marked contrast to that of the wider criminal justice system. The backdrop to the year has been a general deterioration of morale in an ever-stretched prison and probation world, as the landscape of Transforming Rehabilitation unfolded; matched only by similar pessimism among the professional and lay judiciary.

At the beginning of our financial year (which for historic reasons starts on 1 September) we learned that we needed to engage maternity cover for our Director, Vicki Helyar-Cardwell. We were very fortunate to recruit Sarah Salmon, who settled into the role of Interim Director with enthusiasm and energy.

Not only has Sarah remained with us as we embarked on the important task of recruiting Vicki's successor (following Vicki's decision not to return to her former role) but she has spearheaded the move into the CJA's new offices at The Foundry. These events technically fall outside the scope of this annual review, but are each far too important to omit. The recruitment of a permanent successor to Vicki is under way as this report awaits approval.

The impact of austerity itself suggested that our membership numbers might well fall in the year under review. While some of our members unhappily did fail to weather the financial storms with which they had to contend, our overall membership remains at a steady 73; and nine new members have joined us. It is particularly pleasing to record the interest being shown by the Magistrates Association in joining the CJA as associate members. With some 23,000 lay magistrate members, the fact of their enthusiastic involvement, which followed informal meetings with their Chairman, Chief Executive and other Board members over the last two years, has proved that the Magistrates Association actively value the work which we do, and the opportunities afforded by ever-closer liaison.

Apart from the four members' meetings described below, and the impressive round of activities undertaken by our Director and Interim Director, there have been a series of successful Board meetings; and these, in addition to our regular briefings to our members in the fortnightly newsletter have included running an event at both the Labour and Conservative party conferences in the autumn of 2013 and an evening discussion with the Lord Chief Justice.

It would not be right to ignore the impact on prisoners, prisons and those subject to and undertaking supervision in the community of a general climate of austerity and the Transforming Rehabilitation agenda which continues to cause such acute anxiety to all within the criminal justice system. We have maintained a close connection with Nick Hardwick, HM Chief Inspector of Prisons, throughout the period under review; and with the newly launched Probation Institute, who have addressed one of our members' meetings, and who we hope will join us as associate members in the year ahead.

Despite the general pessimism which pervades the criminal justice world, we shall not rest in our determination to ensure that pockets of good practice continue to thrive, nurtured as they are in so many cases by our own committed members. We look forward to our important conference in Cambridge on 10 March: "An agenda for the new Government", to which we have attracted an impressive list of internationally renowned speakers.

I conclude by paying my personal tribute not only to the entire Board, with whom it is a pleasure to work so constructively and harmoniously, but to the added burden so willingly shouldered by Sarah Salmon and Stephen Moffatt. Not only have they kept the CJA flag flying high, throughout the year; but they have had the added upheaval of moving to The Foundry. The positive advantages which the move will achieve for us, including co-location with so many other organisations operating in the same voluntary sector field, are obvious; but all moves are disruptive, and they have faced the obstacles with unfailing cheerfulness and positivity. The adoption of our planned new website, which will hopefully be on stream prior to the Cambridge conference, will inevitably test their cheerfulness and positivity yet further.

A handwritten signature in black ink, appearing to read "John Samuels". The signature is fluid and cursive, with a large initial 'J'.

John Samuels

**CRIMINAL JUSTICE ALLIANCE (Company limited by guarantee no. 6331413)**

**LEGAL AND ADMINISTRATIVE DETAILS**

**For the year ended 31 August 2014**

<b>Board of Trustees</b>	John Samuels	Chairman
	Michael Walton	Treasurer (to 31 <sup>st</sup> August 2014)
	Helen Cantrell	
	Janet Crowe	(from January 2014)
	Geoff Dobson	(to January 2014)
	Matthew Evans	
	Frances Flaxington	
	Penelope Gibbs	(from January 2014)
	John Graham	
	Brian Guthrie	
	Catherine Hennessey	
	Paul Kiff	
	Christine Leeson	
	Maria McNicholl	
Charlotte Weinberg		
<b>Director</b>	Vicki Helyar-Cardwell (on maternity leave from January 2014) Sarah Salmon (Interim Director) from January 2014	
<b>Registered Office</b>	Park Place 10-12 Lawn Lane London SW8 1UD	
<b>Solicitors</b>	Bates Wells & Braithwaite 2-6 Cannon Street	

London  
EC4M 6YH

**Bankers**

The Co-operative Bank plc  
Blaise Pascal House  
100 Pavilion  
Drive  
Brackmills  
Northampton  
NN4 7WZ

**Independent  
Examiner**

David Barber  
Apartment 20 Courtside  
Dartmouth Road  
London  
SE26 4RE

## **CRIMINAL JUSTICE ALLIANCE (Company limited by guarantee no. 6331413)**

### **TRUSTEES' REPORT (INCORPORATING DIRECTORS' REPORT)**

**For the year ended 31 August 2014**

The Trustees (also Directors of the company) present their report and the financial statements for the year to 31 August 2014.

#### **Structure, governance and management**

##### **Governing document**

The Criminal Justice Alliance (CJA) is a company limited by guarantee governed by its Memorandum and Articles of Association, dated August 2007. As of 22 July 2011 the CJA became a registered charity (1143038). The CJA's objects are for the public benefit to further and promote improvements in the criminal justice system and prevent crime in the United Kingdom. The activities it undertakes to further its objects are explained in greater detail below.

##### **Trustees**

The trustees, who are also Directors of the company, are elected to the Board at the Annual General Meeting or appointed between meetings by co-option, in accordance with the Articles of Association. At every Annual General Meeting one-third of the trustees by number are subject to retirement by rotation.

##### **Organisational structure**

The Board, which can have no fewer than three members, administers the Company and oversees the work of the charity through its regular meetings. Day-to-day running of the charity is delegated to the Director who manages staff and reports directly to the Board of Trustees.

##### **Risk management**

The Board assesses and monitors the major risks to which the Company is exposed, in particular in relation to operations and finance.

## Membership

The CJA is a coalition of organisations committed to improving the criminal justice system. During the financial year 5 new members joined the CJA. These were: Amberweb, Bail for Immigration Detainees, New Economics Foundation (nef), Switchback and Transform Justice<sup>1</sup>.

The CJA has ‘associate membership’ status<sup>2</sup> and our associate members are Victim Support, the Probation Chiefs Association, the Prison Governors’ Association and the Association of Police and Crime Commissioners. The Magistrates Association has intimated a wish to become associate members.

By bringing in several new members the CJA has continued to develop and broaden its expertise. Five organisations left the CJA, two of which closed and one merged with another member organisation.

The CJA’s 73 members are:

- Action for Prisoners’ Families
- Adullam Homes Housing Association
- Amberweb
- Association of Members of Independent Monitoring Boards
- Bail for Immigration Detainees
- Barnardos
- Birth Companions
- Catch22
- Centre for Crime and Justice Studies
- Centre for Justice Innovation
- Centre for Mental Health
- Chance UK
- Circles UK
- Clean Break
- Clinks
- Concord Prison Trust
- DrugScope
- Escaping Victimhood
- Forgiveness Project
- The Griffins Society
- Gwalia Care and Support
- Hibiscus
- INQUEST
- Institute for Criminal Policy Research
- JUSTICE
- Kainos Community
- Khulisa
- Leap
- Nacro

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<sup>1</sup> For an up to date list of all our members see our website [www.criminaljusticealliance.org](http://www.criminaljusticealliance.org)

<sup>2</sup> Associate members share our overarching commitment to improve the justice system in England and Wales. We work with our associate members to share information and knowledge on ways to improve the criminal justice system.

- National Appropriate Adult Network
- New Economics Foundation (nef)
- New Bridge Foundation
- Pact
- Partners of Prisoners and Families Support Group
- Pecan
- Penal Reform International
- The Police Foundation
- The Prince's Trust
- Prison Fellowship
- Prison Officers' Association
- Prison Radio Association
- Prison Reform Trust
- Prisoners Abroad
- Prisoners Advice Service
- Prisoners Education Trust
- Public and Commercial Services Union
- Quaker Crime, Community and Justice Group
- RAPt
- Release
- Restorative Justice Council
- Rethink
- Revolving Doors Agency
- ROTA
- RSA Connected Communities
- Safe Ground
- Shannon Trust
- Shelter
- SOVA
- St Giles Trust
- St Mungos
- Spark Inside
- Switchback
- Tempus Novo
- Transform Drug Policy Foundation
- Transform Justice
- UNLOCK
- User Voice
- Westminster Drug Project
- Women in Prison
- Women's Breakout
- Working Chance
- Why me?
- Young Minds

This diverse membership ensures that the CJA has a broad base of support, and the breadth and diversity of the coalition is a key strength in all its work. It brings together organisations allowing them to co-ordinate and to share knowledge and expertise, provides avenues of access to information and influence, and demonstrates the depth of support for action to achieve the CJA's goals.

## **Objectives, activities and achievements**

### ***Objectives***

The objects of the charity 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.

The CJA is a coalition of 76 organisations (73 members and 3 associate members) - including campaigning charities, voluntary sector service providers, research institutions, staff associations and trade unions - committed to improving the criminal justice system according to the charitable objectives.

As a network, the CJA provides a focal point for its members on issues of common concern. It disseminates information, organises meetings, and supports its members to work together, improving information-sharing and co-ordinated working across its membership. The CJA offers its members a mechanism for speaking together on priority issues and a gateway for dialogue with policy-makers and the media on criminal justice issues. The CJA acts as a vehicle for raising the profile of issues of common concern to members and a forum through which solutions can be identified and promoted.

### ***Activities and achievements***

The CJA achieves its charitable objectives by undertaking work across two main areas:

- Acting as a resource for members: disseminating information through regular communication and members' meetings.
- Promoting the sound administration of the criminal justice system: through advocacy (including in the media), information, research and policy analysis.

## **Acts as a resource for members**

### **Meetings for members**

The CJA holds meetings to give its members opportunities to meet significant figures

within the criminal justice system face-to-face and to discuss key issues with them, as well as to share information and contribute to the development of the work of the CJA. During this period, the CJA held meetings for its members with the following people:

- October 2013: **Richard Monkhouse**, Chairman of the Magistrates' Association, discussed the Association's plans for the future and the role of magistrates within current government proposals.
- January 2014: **Joanna Shapland**, Professor of Criminal Justice, University of Sheffield spoke about desistance, her research on 'What is quality in probation supervision?' and practical improvements which could be made to probation.
- April 2014: **Rt Revd James Langstaff**, Bishop of Rochester, outlined his role as the new Anglican Bishop to Prisons and what his future plans and interests are.
- July 2014: **Norman Baker MP**, Minister for Drugs and Crime Prevention spoke about the cost of drug and alcohol use and the role of both the health and criminal justice sector in preventing the abuse of drugs and alcohol.

#### **Information for members**

The CJA provides regular written briefings for its members on legislation and new policy announcements, summarising their contents and assessing their implications. We also held discussions at members' meetings on the impact on members' work of reduced budgets and staffing levels within prisons and the changes proposed under the Criminal Justice and Courts Bill. Our members' meetings continue to provide a forum for members to share information, to form new partnerships and to update themselves and each other on policy, practice and legislative changes and their implications.

The CJA continued to produce its fortnightly electronic news bulletin that provided subscribers with information about the work that other members are carrying out, and policy and practice updates relevant to their work. The bulletin enables members to publicise their events and publications, which is mutually beneficial, as well as ensuring that members are informed about significant developments and opportunities within the criminal justice system.

#### **CJA website & Twitter**

The CJA's website ([www.criminaljusticealliance.org](http://www.criminaljusticealliance.org)) is a valuable resource for members, promoting their work and providing accessible summaries of related policy

developments. It links to the latest information from members to create a hub for member organisations' news, events and job vacancies, so that they can be accessed in a single place by other members and more widely. The website also contains information about all of the CJA's work, including press releases, articles and reports. The CJA also runs a Twitter account (<http://twitter.com/cjalliance>). This is an additional forum where the CJA can communicate with its members, as well as promote the work of the CJA and its members. By the end of 2014, CJA had grown its twitter followers to over 6650, an increase of more than 50% on last year. Our followers include policy makers, journalists, researchers and others involved in the justice system.

### **Promotion of the sound administration of the criminal justice system**

Alongside resourcing the network, the CJA has carried out work to establish a fairer and more effective criminal justice system, with a focus on our three key campaign areas of problem solving in the courts, desistance and justice reinvestment. These policy areas were identified as making a crucial contribution to a reduction in prison numbers and the size and scope of the wider criminal justice system.

### **Advocacy, advice and information**

The CJA works with policy-makers, including the Government, parliamentarians and civil servants, to promote positive reforms to the criminal justice system. This year the CJA has met with a wide range of senior policy makers and criminal justice professionals including: Lord Thomas of Cwmgiedd, Lord Chief Justice; Damian Green, Minister of State for Policing, Criminal Justice and Victims; the Chairman, Deputy Chairmen and Chief Executive of the Magistrates Association; members of the House of Lords; and parliamentarians at All Party Parliamentary Group meetings. The CJA also held meetings with civil servants from the Ministry of Justice, Cabinet Office and Home Office as well as with the think tanks Policy Exchange, Reform and IPPR.

In the autumn of 2013 the CJA took the decision to attend and run events at the Labour and Conservative Party conferences. It was the key year to influence policy before the General Election as by the autumn of 2014 the overall direction and manifesto of both parties was likely to be set. We held joint events with the Centre for Social Justice, who were undertaking new work on criminal justice issues, and the Prison Reform Trust. The events were entitled 'No More Revolving Door' which looked at both parties' plans to

rehabilitate offenders. At the Labour conference, Sadiq Khan MP, Shadow Secretary of State for Justice was a member of the panel, and at the Conservative meeting we were joined on the platform by the Minister for Prisons, Jeremy Wright MP.

In December, Vicky Helyar-Cardwell spoke alongside Clinks at the All Party Parliamentary Group on Penal Affairs on the role of smaller voluntary sector organisations under the Transforming Rehabilitation agenda and how their participation under the new arrangements would be achieved.

We regularly send briefings to MPs and members of the House of Lords in advance of debates on criminal justice. The CJA continued its monthly electronic bulletin for MPs and members of the House of Lords which is sent to 150 parliamentarians. This publication summarises CJA and member news that is likely to be of interest to them, ensuring that parliamentarians are aware of the CJA's work.

### **Research and policy analysis**

The CJA works to create a fairer and more effective criminal justice system. We produce, publish and promote relevant research and policy analysis to address gaps in the evidential case for reform to the criminal justice system. During this period, in order to inform the debate about the future of criminal justice policy, the CJA produced the first in our series of six policy briefings.

- Personalisation in the criminal justice system: what is the potential? (March 2014)

Our paper on personalisation was launched at a roundtable meeting, chaired by Mark Johnson of User Voice, with the briefing's authors leading the debate. Catch 22 provided examples of personalised budgets being used in practice.

In January, CJA jointly hosted, with nef and the Centre for Justice Innovation a discussion on Better Courts in the Old Hall of Lincoln's Inn between Lord Thomas of Cwmgiedd, the Lord Chief Justice, His Honour John Samuels QC, chair of the Criminal Justice Alliance and Phil Bowen, Director of the Centre for Justice Innovation.

In line with our current campaign initiatives, CJA undertook a research project to investigate why the evidence on desistance has not yet translated into changes in policy and practice. We conducted a series of interviews with key policy makers and senior practitioners to see whether they accepted the central tenets of desistance theory and its evidence base, and what are the barriers to its adoption into policy. Policy documents produced under this government were also examined. Our results will be published before

the election.

In the second half of the year from April 2014 we worked with Transform Justice on a project with the American Frameworks Institute, who specialise in empirical communications research. This project aims to form a genuine and lasting collaboration of all those involved in creating a fair and just criminal justice system and to enable a higher degree of influencing at all levels. We look forward to highlighting the outcome of this work in next year's report.

### **Seizing opportunities to influence the policy-making process**

In addition to the work that the CJA proactively carried out with key decision-makers, opportunities were identified to influence existing developments in the policy-making process. The CJA focused on the Government's continued legislative and policy programme on crime and justice throughout the year.

The CJA put considerable resources into securing amendments to Part 1 of the Anti-Social Behaviour Bill on injunctions to prevent nuisance and annoyance. We met with ministers and the Bill team and used social media and blogs to highlight the relevant issues. Our capacity was significantly increased by working closely with the Standing Committee on Youth Justice (SCYJ), Justice and the Children's Society on this issue.

The Criminal Justice and Courts Bill started its legislative journey early in the year and CJA has worked collaboratively with both our members and SCYJ, CRAE and The Howard League to try and secure key amendments to the proposed bill throughout its passage. We have sent several briefings before debates to parliamentarians in both houses and appeared before the Public Bill Committee.

The CJA responded to a range of other consultations that related to the criminal justice system. These included the Ministry of Justice consultations on Young Adults in the Secure Estate and on Conditional Cautions and the independent review into self-inflicted deaths of young adults in custody. Sarah Salmon gave oral and written evidence to the Justice Select Committee inquiry into prisons: planning and policies. We also responded to consultations by the Sentencing Council.

The CJA seeks to maximise the impact of its work by collaborating with other organisations on projects and initiatives. For example, the CJA continued to contribute

to the work of the Transition to Adulthood Alliance (T2A), a broad coalition of organisations and individuals convened by the Barrow Cadbury Trust that identifies and promotes more effective ways of working with young adults, aged 18-24, in the criminal justice system. Vicki Helyar-Cardwell and Sarah Salmon were both members of the T2A Management group and contributed regular policy updates to the Alliance. CJA held a joint conference with BTEG (another member of T2A) on Young BAME People in the Criminal Justice System which attracted practitioners and members of the CJA alike. The day, chaired by Angela Sarkis of the Youth Justice Board, generated debate about the issues faced by BAME girls coming into contact with the system, the nature of gangs and the problems of “stop and search” in London

### **Advocacy & Information through the media**

In order to continue to build the organisation’s profile and to improve the public understanding of the criminal justice system, the CJA commented on media stories related to criminal justice policy, contributed letters to the newspapers, and provided comment articles for relevant publications.

The CJA has made comments or given information to journalists from The Economist and The Law Gazette on problem-solving courts, to BBC Three Counties Radio and BBC Radio Sheffield on the use of sobriety bracelets, to BBC programme makers on the impact of the 1990 prison riots and has been a joint signatory to letters in The Telegraph.

### **Staff**

During this financial year, the CJA employed Vicki Helyar-Cardwell as Director to manage the work of the organisation. In September 2013 Vicki went to America to undertake research for her Winston Churchill Memorial Trust Fellowship. In January 2014 Sarah Salmon became Interim Director while Vicki was on maternity leave; and has continued in that role following Vicki’s decision to resign in September 2014. Stephen Moffatt was employed throughout as Policy and Campaigns Officer. The CJA has also had the part time support of Liz Banner, a consultant fundraiser.

### **Funders**

The CJA is extremely grateful to the Allen Lane Foundation, Barrow Cadbury Trust, Esmée Fairbairn Foundation, The Hadley Trust, and the 29<sup>th</sup> May 1961 Charitable Trust, whose support makes the CJA’s work possible.

## **Financial review**

The results for the year ended 31<sup>st</sup> August 2014 are set out in the attached financial statements. Incoming resources for the year were £112,831. Members' subscriptions totalled £5,889, grants from funders named above and donations from individual donors £106,726 and bank interest and other income £216. Expenditure for the year was £101,635. The surplus for the year was £11,196. Fund balances carried forward at 31<sup>st</sup> August 2014 totalled £55,575.

## **Reserves policy**

The Trustees review the CJA's reserves policy annually. Considering the liabilities and costs associated with a reduction in the level of CJA's activities that might be caused by a reduction in funding, the Trustees have decided that the CJA should aim to maintain unrestricted reserves sufficient to cover not less than three months' anticipated expenditure. At the year-end the reserves of £55,575 represented slightly more than 6 months' expenditure (based on the rate of expenditure in 2013/14).

## **Plans for the future**

The CJA will continue to support and resource the network of its members, providing meetings, information and briefings on key legislation and policy developments. In March 2015 we will be holding a major conference in Cambridge entitled "An Agenda for the New Government" which will contribute to future CJA strategy. At the conference we will be presenting a CJA Award to the individual who, or organisation which, in the judgment of an independent panel, has made the most significant contribution to the promotion of the strategic aims of the CJA: problem-solving courts; desistance; and justice reinvestment. We will be inviting key politicians to attend our members' meetings in this election year and analysing each party's criminal justice proposals.

This is the last year in our three year Transforming Justice campaign and we will consolidate and reflect upon our progress thus far. We will publish our second policy briefing 'To be fair: procedural fairness in courts' (October 2014), and our third which will outline what England and Wales can learn from French problem solving judges (Juges d'application des peines). The fourth briefing, written in partnership with The Centre for Mental Health, will consider the problems of those with mental health issues in the criminal justice system. We will publish our desistance report "Prospects for a Desistance

Agenda” and build on its recommendations. We will also launch our new website which will increase the CJA’s capacity and raise our profile still further. Since the end of the financial year the following organisations have joined us; Prison Radio Association, Shelter, Spark Inside and Tempus Novo. The Magistrates Association have become an associate member. We have also recruited a new treasurer. We have secured our funding for the next financial year but are seeking funding for the future to ensure the long-term stability of the CJA.

### **Public benefit statement**

The Trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charities Commission in exercising their powers and duties. The public benefit of the Charity’s activities are outlined above under Objectives, Activities and Achievements.

### **Trustees responsibilities**

The 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;
- 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).

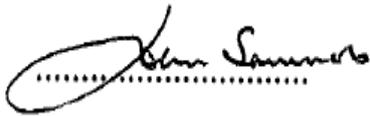
The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Company and which enable them to ensure that the financial statements comply with the *Charities Act 1993*. They

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

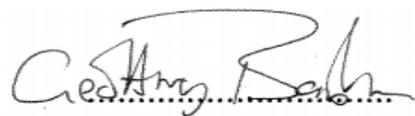
This report has been prepared in accordance with the provisions of Part VII of the Companies Act 1985 relating to small companies.

This report was approved by the Board on 12 January 2015 and signed on its behalf by:-

Handwritten signature of John Samuels in black ink, written over a dotted line.

**John Samuels**

**Chairman**

Handwritten signature of Geoff Bayliss in black ink, written over a dotted line.

**Geoff Bayliss**

**Treasurer**

**CRIMINAL JUSTICE ALLIANCE**

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES.  
FOR THE YEAR ENDED 31 AUGUST 2014**

**RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER**

The charity's trustees are responsible for the preparation of the accounts.  
The charity's trustees consider that an audit is not required this year under section 144(2) of the Charities Act 2011 and that an independent examination is needed.

It is my responsibility to:

- \* examine the accounts under section 145 of the 2011 Act.
- \* to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act and
- \* to state whether particular matters have come to my attention.

**BASIS OF INDEPENDENT EXAMINER'S REPORT**

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts with those records. It also includes considering any unusual items or disclosures in the accounts and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

**INDEPENDENT EXAMINER'S STATEMENT**

In connection with my examination no matter has come to my attention:

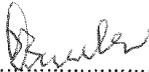
(a) which gives me reasonable cause to believe that in any material respect the requirements

(i) to keep accounting records in accordance with section 130 of the 2011 Act, and

(ii) to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Act.

have not been met, or

(b) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



.....  
**David Barber**  
20 Courtside Round Hill London SE26 4RE

**Date** 2 DECEMBER 2014

## Statement of financial activities for the year ended 31 August 2014

(Incorporating an Income and Expenditure Account)

	Notes	Unrestricted funds £	Restricted Funds £	Total funds 2014 £	Total funds 2013 £
<b>INCOMING RESOURCES</b>					
<b>Incoming resources from generated funds</b>					
Grants and Donations	2	78,551	28,175	106,726	108,378
Membership Subscriptions		5,889	-	5,889	6,750
Interest receivable		216	-	216	175
<b>Total incoming resources</b>		<b>84,656</b>	<b>28,175</b>	<b>112,831</b>	<b>115,303</b>
<b>RESOURCES EXPENDED</b>					
Total charitable activities	3	72,715	28,175	100,890	105,164
Governance costs		745	-	745	1,499
<b>Total resources expended</b>		<b>73,460</b>	<b>28,175</b>	<b>101,635</b>	<b>106,663</b>
<b>Net movement in funds and net incoming/(outgoing) resources for the year</b>		<b>11,196</b>	<b>-</b>	<b>11,196</b>	<b>8,640</b>
<b>Fund balances brought forward at 1 September</b>		<b>44,379</b>	<b>-</b>	<b>44,379</b>	<b>35,739</b>
<b>Fund balances carried forward at 31 August</b>		<b>55,575</b>	<b>-</b>	<b>55,575</b>	<b>44,379</b>

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 2014

	Notes	2014 £	2014 £	2013 £	2013 £
<b>Current assets</b>					
Debtors	5	1,510		1,310	
Cash at bank and short-term deposits		103,465		97,466	
		<u>104,975</u>		<u>98,776</u>	
<b>Creditors: amounts falling due within one year</b>	6	<u>(49,400)</u>		<u>(54,597)</u>	
<b>Net current assets</b>			55,575		44,379
<b>Total net assets</b>			<u>55,575</u>		<u>44,379</u>
<b>Represented by:</b>					
<b>Funds and reserves</b>					
Restricted funds			-		-
Unrestricted Fund - General fund			55,575		44,379
			<u>55,575</u>		<u>44,379</u>

For the year ended 31<sup>st</sup> August 2014 the charitable company was entitled to exemption from audit under Section 477 of the Companies Act 2008 relating to small companies.

### Responsibility of Directors/Trustees

- 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 43 of the Charities Act 1993 the accounts have been examined by an independent examiner whose report appears on page 16.
- 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 12 January 2015 and signed on its behalf by:

John Samuels  
Chairman of the Trustees

# 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 under the historical cost convention, and in accordance with the requirements of the Companies Act 2006, applicable United Kingdom Accounting Standards and the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005).

### Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the charitable objectives of the CJA.

### Incoming resources

Incoming resources are recognised in the period in which the Charity is entitled to receipt and the amount can be measured with reasonable certainty.

### Resources expended

All expenditure is accounted for on an accruals basis.

Governance costs comprise the costs of Board Meetings, and legal advice relating to the CJA's change to enable the organisation to achieve charitable status.

## 2. Incoming resources from charitable activities

	Unrestricted funds £	Restricted Funds £	Total 2014 £	Total 2013 £
Grants and Donations				
Allen Lane	-	-	-	15,000
Barrow Cadbury	-	25,000	25,000	8,500
Esmee Fairbairn	42,500	-	42,500	37,500
Hadley Trust	35,000	-	35,000	23,333
29 <sup>th</sup> May Charitable Trust	-	3,175	3,175	1,625
Trust for London	-	-	-	22,000
Sundry Donations	1,051	-	1,051	420
	<u>78,551</u>	<u>28,175</u>	<u>106,726</u>	<u>108,378</u>

### 3. Total resources expended

	Total 2014 £	Total 2013 £
<b>Charitable activities</b>		
Members' Meetings	2,919	4,194
Other Activities	7,565	12,882
Office costs	7,026	6,930
Employment costs	83,380	81,158
<b>Total charitable activities</b>	<b>100,890</b>	<b>105,164</b>
<b>Governance costs</b>	<b>745</b>	<b>1,499</b>
<b>Total resources expended</b>	<b>101,635</b>	<b>106,663</b>

Governance costs are made up as follows:

	Total 2014 £	Total 2013 £
Directors' travel expenses	24	84
Board meeting expenses	206	235
Board Awayday	-	612
Sundry costs	13	66
Independent inspection of accounts and accountancy	502	502
	<b>745</b>	<b>1,499</b>

### 4. Employees and Trustees

Employment Costs	2014 £	2013 £
Staff costs during the period were as follows:		
Salaries, Employer's National Insurance and pension contributions	84,335	79,436
Staff Expenses	231	287
Internship costs	-	1,317
Volunteer costs	-	118
Recruitment costs	814	-
Less: Transform Justice contribution	(2,000)	-
	<b>83,380</b>	<b>81,158</b>

No employees earned more than £60,000 per annum (including taxable benefits but excluding employer pension contributions) during the period (2011: no employees).

No Trustees received any remuneration in respect of their services as Trustees during the period (2012: none). Travelling expenses of £84 (2012: £217) were reimbursed to Trustees during the period.

## 5. Debtors

	2014 £	2012 £
Members' Subscriptions	1,510	1,310
	<u>1,510</u>	<u>1,310</u>

## 6. Creditors: amounts falling due within one year

	2014 £	2012 £
Deferred grant income	44,367	48,542
Tax, social security and pension contributions	3,451	2,399
Other charitable activities - Party Conference costs	-	2,750
Independent examination and accountancy	502	502
Payroll service	120	204
Sundry accruals	960	-
	<u>49,400</u>	<u>54,397</u>

## 7. Funds

	At 1 September 2013 £	Incoming resources £	Expenditure £	At 31 August 2014 £
Total unrestricted funds	44,379	84,656	(73,460)	55,575
Total restricted funds	-	28,175	(28,175)	-
Total funds	<u>44,379</u>	<u>112,831</u>	<u>(101,635)</u>	<u>55,575</u>

## 8. Taxation

Since 21<sup>st</sup> July 2011, the company has been a registered charity and is therefore not liable for corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities. Until 21<sup>st</sup> July 2011, the Criminal Justice Alliance was not a charity and was liable for Corporation Tax on its interest earned.

## 9. 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.