

**CRIMINAL JUSTICE ALLIANCE**

**Registered Charity no. 1143038**

**Company limited by guarantee no. 6331413**

**Report and Financial Statements**

**Year ended 31 August 2015**

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## **INTRODUCTION**

At a time when the criminal justice world continued to face both huge financial and operational challenges, we were delighted to have maintained the size of the Criminal Justice Alliance, 80-strong at the end of this reporting year. We are delighted too that, in our recent survey, nine in ten members said that the Alliance 'adds value' to the work of their organisations.

Our staff continued delivering a range of interventions for members to help them secure their aims. Apart from the four meetings detailed in this report, a highlight of which was the address by the President of the Supreme Court, we produced important briefings on procedural justice, desistance and the experience of sentencer supervision in France.

Another highlight of the year was the CJA's first major conference, held in Cambridge and addressed by a constellation of influential speakers. These included Tapio Lappi-Seppälä of the University of Helsinki who shared Finland's experience – a core part of our own vision – of reducing the prison population at the same time as crime fell.

A further important development during the reporting year was the appointment of a new Secretary of State for Justice who has publicly shared his own belief that much of the criminal justice pathway is ripe for change. By the end of the year we were liaising both with ministers and their senior staff and we will continue to do everything we can to influence them usefully as they embark upon a promised programme of reform.

In March Sarah Salmon stepped down as our Interim Director after 16 months. We are very grateful indeed to Sarah for her hard work during that period and wish her the very best for her future. Trustees were delighted to recruit Ben Summerskill to replace her.

I remain only too mindful that the extensive activity outlined in this report could not have been achieved without the very hard work and high levels of professionalism of all our staff and also the work of my fellow trustees who contribute so much. This was particularly the case in relation to our conference in Cambridge, to which so many trustees contributed so supportively, both in planning and its implementation. I am hugely grateful to all of them and, most important, to all of our members who contribute so actively to our work.

**John Samuels QC**  
**Chair**

## INFORMATION

Trustees:	Geoff Bayliss Helen Cantrell Janet Crowe John Drew Matthew Evans Frances Flaxington Penelope Gibbs John Graham Brian Guthrie Catherine Hennessey Paul Kiff Christine Leeson Maria McNicholl John Samuels Charlotte Weinberg	(from 15 September 2014)  (from 28 January 2015) (until 10 November 2014)  (until 28 January 2015) (until 28 January 2015)
Chair	John Samuels	
Treasurer	Geoff Bayliss	
Director	Sarah Salmon Ben Summerskill	(interim until 25 March 2015) (from 25 March 2015)
Charity number	1143038	
Company number	6331413	
Registered Office & Business Address	17 Oval Way London SE11 5RR	
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

The trustees present their report and financial statements for the year ended 31 August 2015. 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 Criminal Justice Alliance 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. Members include campaigning charities, voluntary sector service providers, research bodies and staff associations, all of which are committed to improving outcomes across the criminal justice pathway in accordance with our charitable objectives. At the end of the reporting year we had 80 members (including five associate members).

The main objectives of the year continued to be

- to achieve increased awareness by key policymakers of the extent, effects and significance of inherent problems in the criminal justice system that discourage rehabilitation and desistance
- to achieve policy changes with a positive impact on making the justice system more local and responsible
- to increase recognition of the CJA as a key body in the debate on criminal justice policy measured by contacts from the media, invitations to contribute to events, and requests for information and input from parliamentarians and other policy-makers

### Principal activities of the year

- We held four major meetings during the reporting year to enable our members to engage with, and influence, key figures within the criminal justice world. We were addressed in October by Nick Hardwick, HM Chief Inspector of Prisons, who outlined his vision of ways to alleviate problems with the custodial estate. In January Sadiq Khan, Shadow Justice Secretary, addressed the issue of desistance and also engaged with a range of member views about the imminent introduction of 'Transforming Rehabilitation'. In April Lord Neuberger, President of the Supreme Court, spoke about procedural fairness and diversity in the judiciary. He took advice from members on how to further deliver both. Elements of his speech were reported in *The Times*, *The Independent* and *The Daily Telegraph*. (He also said during his speech that: 'the Criminal Justice Alliance with its commitment to promoting and assisting in the promotion of the sound administration of the criminal justice system deserves public recognition and gratitude for the work it does both to improve the running of the criminal justice system and public confidence in it.') In July Nick Alston, chair of the APCC and PCC for Essex, addressed the future role of PCCs and discussed further opportunities for local delivery and partnership. Representatives of 80 member organisations benefited from these events.
- In March we held the charity's first major conference. More than 150 delegates attended *Criminal Justice: an agenda for the new government* at Fitzwilliam College, Cambridge. They included a diverse mix of practitioners, judges, magistrates and academics. The keynote speaker was Tapio Lappi-Seppälä of the University of Helsinki, who outlined the way in which the prison population in Finland had effectively been halved. Other speakers included Professor Sir Anthony Bottoms, Sir Alan Beith MP, outgoing Chair of the Justice Select Committee, Nick Hardwick and Yvonne Thomas from Interserve, one of the new Community Rehabilitation Companies. Nine in ten attendees said afterwards that the Conference had been 'very informative' or 'informative'.

- We also used the Conference to present inaugural CJA Awards, supported by the Hadley Trust, for an individual or organisation making the most positive contribution to promoting the strategic aims of the charity during the last year. These were determined from a wide range of entries by a panel of experts comprising Julian Corner, Jane Furniss CBE and Mark Woodruff. The Princess Royal accepted our invitation to join the Conference for two hours to present the awards. The winner of the Gold Award was Rebecca Connolly of Stockport Offender Housing Service. The winner of the Silver was Leeds-based Tempus Novo. Both winners subsequently secured significant local publicity. At her request, Princess Anne also attended two Conference workshops.
- In March we held a post-conference seminar at the Finnish Embassy in London, in partnership with the Prison Reform Trust, at which Tapio Lappi-Seppälä expanded on his Cambridge presentation. Attendees included the Permanent Secretary at the Ministry of Justice.
- In November we published *To Be Fair*, a briefing by Emily Gold Lagratta and Phil Bowen of the Centre for Justice Innovation on procedural fairness in courts featuring practical recommendations for its implementation. In February we published *Prospects for a Desistance Agenda*, a report by Harry Annison of Southampton University and Stephen Moffatt, our Policy Officer, evaluating our effectiveness thus far – with others – in incorporating desistance into policy and practice. This was distributed to 200 opinion-formers and featured in a seminar at our Cambridge conference. Professor Bottoms described it as ‘an important piece of work’. In April (in support of our campaign priority of promoting problem-solving courts) we published a policy briefing about French Sentence Implementation Judges (*juges de l’application des peines*). *The JAP: lessons for England and Wales?* was commissioned from Professor Martine Herzog-Evans of the University of Reims and Nicola Padfield of the University of Cambridge. The Chairman of the Parole Board, Sir David Calvert-Smith, welcomed this piece of work: ‘If the time comes, this briefing ... will be enormously helpful to a government which may wish to change our system’.
- Shortly before the general election, the government announced that it would shelve its proposal for a ‘secure college’ for young people. We and others had met with Andrew Selous (Prisons Minister) and Simon Hughes (then Minister of State for Justice) at the invitation of both ministers to share our concerns about this. When published, the major parties’ general election manifestos did include some pledges which we – with others – had lobbied on, including increasing the time that prisoners spend learning, access to restorative justice, extending the role of the Youth Justice Board to all offenders under 21 and improving the treatment of women offenders. However, disappointingly, a core Conservative proposal was to ‘increase sentence lengths for the most serious offences’.
- In May we executed a member survey to help evaluate our own effectiveness and inform future priorities too. This found that over 90 per cent of members said that belonging to the Criminal Justice Alliance ‘adds value to the work of our organisation’.
- We continued throughout the year to circulate our fortnightly e-bulletin to all members, updating them on key policy and evidence developments. (In our member survey, 88 per cent of members said they valued this.) We also introduced from April a range of easy-access ‘mini-briefings’ on issues of shared importance, from the criminal justice content of each of the major parties’ general election manifestos (circulated on the day of publication) to the first published reports from the Ministry of Justice on the success of Transforming Rehabilitation pilots. These were warmly welcomed by members.
- We commissioned a new website - at [www.criminaljusticealliance.org.uk](http://www.criminaljusticealliance.org.uk). This went live in April and is a vast improvement on our previous site in both presentation and navigation. It is now much easier to access all of our publications and we were able to create pages for all the presentations made at our Conference, functionalities not available to us previously ([CJA Conference](#)). As part of this work we also reconfigured our online system for communicating with members.
- In May we adopted an ambitious three year target to expand our membership, and thus our reach, from 72 organisations (our membership has been largely static in recent years) to 150 by spring 2019. At year-end we were on target to reach membership of 90 organisations (25 per cent growth) by January 2016. Our members now employ 12,000 people between them.

- As well as publicity for high profile members' meetings we were cited or quoted in a range of local and regional publications, usually in the context of developments relating to member organisations. Our social media reach expanded from 6,729 (on Twitter) at the beginning of the year to more than 16,000 at the end.
- We continued to be regularly consulted on a range of policy issues. Consequently, at their request, we responded during the year to the Harris Review and to the Ministry of Justice on the Code for Victims.
- We briefed parliamentarians on the Criminal Justice & Courts Bill. We welcomed the increase in the upper age for jury service from 70 to 75 years and the much needed provision of an appropriate adult for 17 year olds who are given a youth caution or conditional caution. However we also highlighted areas of concern: the introduction of electronic monitoring for everyone placed on licence; changes to the release after recall test; the creation of a national secure college for youths; and the introduction of mandatory prison sentences for knife crime.
- We continued to play an active role on the management committees of both the influential T2A (Transition to Adulthood) Alliance and the Transform Justice programme. This enabled us both to give policy and public affairs advice but also to feed in member perspectives to these two initiatives.
- Our approach to the new parliament was, rather than deluging new (and returned) MPs with materials, to communicate at senior level with a small number of key stakeholders. By the end of the reporting year we had established good working relationships with both the new Secretary of State for Justice and his senior staff.

## **Staff**

Our Interim Director, Sarah Salmon, stepped down in March after 16 months. A newly-appointed Director, Ben Summerskill, then joined the charity. Ben previously worked for Stonewall, where he built that charity's support programme for major employers from a member base of 30 to almost 700. Prior to that, he had also been a senior Fleet Street journalist.

As part of a future-planning process, Ben met in the second half of the reporting year with more than 30 member organisations as well as a similarly wide range of external stakeholders. During the year we also recruited a Member Support Officer for the first time.

## **Funders**

We remain hugely grateful to the Hadley Trust, the Esmée Fairbairn Foundation, the Barrow Cadbury Trust, the Allen Lane Foundation, the 29<sup>th</sup> May 1961 Charitable Trust and the Evan Cornish Foundation for their support during the financial year.

## **Governance and Management**

The charity is governed by a board of trustees who oversee the work of the charity through regular meetings. 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 and financial performance through the Treasurer to the board. Management accounts and variance reports are received at each board meeting.

A staff committee, made up of trustees, was established during the reporting year and operates under terms of reference which delegate certain functions from the board.

A 'light touch' governance review, carried out by our new Director, led to the introduction of a Conflict of Interest Policy, an Interest Register for trustees and a Diversity Policy during the reporting year. Responsibility for implementing the Diversity Policy rests with the Director who is required to report annually to the board.

## Financial Review

The results for the year ended 31 August 2015 are set out in the attached financial statements. Total incoming resources for the year were £131,613, up 15 per cent. Expenditure for the year was £147,687, up 42 per cent. The deficit for the year was £16,074. Fund balances carried forward at 31 August 2015 totalled £39,501.

## 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 resolved that the CJA should aim to maintain unrestricted reserves sufficient to cover not less than three months' anticipated expenditure. At the year-end, reserves of £39,501 represented slightly more than three months' expenditure (based on expenditure in 2014/15).

## 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


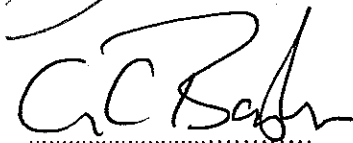
- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures being disclosed and explained 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 Companies Act 2006. 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 recommendations contained in the Accounting and Reporting by Charities: Statement of Recommended Practice 2005 (the Charities SORP) as they apply to smaller companies. The requirements of the Charities SORP are compatible with the Charities (Accounts and Reports) Regulations 2008 (SI 629)

This report was approved by the Board on 12 January 2016 and signed on its behalf by:

  
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**John Samuels (Chair)**

**Geoff Bayliss (Treasurer)**



**Criminal Justice Alliance  
Independent Examiner's Report to the Trustees  
For the year ended 31<sup>st</sup> August 2015**

I report on the accounts of the Criminal Justice Alliance ('the company' / 'the charity') for the year ended 31<sup>st</sup> August 2015.

**Respective responsibilities of trustees and examiner**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the general directions given by the Charities 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 Charities Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with the accounting records. It also includes consideration of any unusual items and disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in statement below.

**Independent examiner's statement**

In connection no matter has come to my attention:

1. which gives me reasonable cause to believe that in any material respect the requirements;
  - to keep accounting records in accordance with section 386 of the Companies Act 2006; and
  - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Accounting Practice: Accounting and Reporting of Charities have not been met; or
2. to which, in my opinion, attention should be drawn in order to enable proper understanding of the accounts to be reached.

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Michael Walton  
39 Frewin Road  
London SW18 3LR

Date:

8/1/2016

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2015**  
**(Incorporating an Income and Expenditure Account)**

	Notes	Unrestricted funds £	Restricted Funds £	Total funds 2015 £	Total funds 2014 £
<b>INCOMING RESOURCES</b>					
<b>Incoming resources from generated funds</b>					
Voluntary Income					
Grants and Donations	2	84,250	38,850	123,100	106,726
Membership subscriptions		6,294	-	6,294	5,889
		90,544	38,850	129,394	112,615
Fees earned		2,000		2,000	2,000
Bank interest		219	-	219	216
<b>Total incoming resources</b>		<b>92,763</b>	<b>38,850</b>	<b>131,613</b>	<b>114,831</b>
<b>RESOURCES EXPENDED</b>					
Cost of generating funds	3	-	8,850	8,850	3,175
Charitable activities		108,481	30,000	138,481	99,715
Governance costs		356	-	356	745
<b>Total resources expended</b>		<b>108,837</b>	<b>38,850</b>	<b>147,687</b>	<b>103,635</b>
<b>Net movement in funds and net incoming/(outgoing) resources for the year</b>		<b>(16,074)</b>	<b>-</b>	<b>(16,074)</b>	<b>11,196</b>
<b>Fund balances brought forward at 1 September</b>		<b>55,575</b>	<b>-</b>	<b>55,575</b>	<b>44,379</b>
<b>Fund balances carried forward at 31 August</b>		<b>39,501</b>	<b>-</b>	<b>39,501</b>	<b>55,575</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 2015

	Notes	2015 £	2015 £	2014 £	2014 £
<b>Current assets</b>					
Debtors	5	7,147		1,510	
Cash at bank and short-term deposits		89,877		103,465	
		<u>97,024</u>		<u>104,975</u>	
<b>Creditors:</b> amounts falling due within one year	6	<u>(57,523)</u>		<u>(49,400)</u>	
<b>Net current assets</b>			39,501		55,575
<b>Total net assets</b>			<u>39,501</u>		<u>55,575</u>
<b>Represented by:</b>					
<b>Funds and reserves</b>					
Restricted funds			-		-
Unrestricted fund - General fund			<u>39,501</u>		<u>55,575</u>
			<u>39,501</u>		<u>55,575</u>

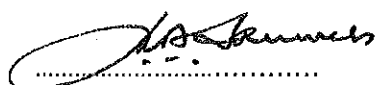
For the year ended 31<sup>st</sup> August 2015 the charitable company was entitled to exemption from audit under Section 477 of the Companies Act 2008 relating to small companies.

### **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 145 of the Charities Act 2011 the accounts have been examined by an independent examiner whose report appears on page nine.
- 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 2016 and signed on its behalf by:



**John Samuels (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 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 the company registration fee.

### 2. Incoming resources from generated funds

Voluntary income	Unrestricted funds £	Restricted Funds £	Total 2015 £	Total 2014 £
Grants and Donations				
Allen Lane	3,750	-	3,750	-
Barrow Cadbury	-	30,000	30,000	25,000
Evan Cornish	3,000	-	3,000	-
Esmée Fairbairn	30,000	-	30,000	42,500
Hadley Trust	47,500	-	47,500	35,000
29 <sup>th</sup> May 1961 Charitable Trust	-	8,850	8,850	3,175
Sundry Donations	-	-	-	1,051
	<u>84,250</u>	<u>38,850</u>	<u>123,100</u>	<u>106,726</u>

### 3. Total resources expended

	Total 2015 £	Total 2014 £
<b>Cost of generating funds</b>		
Fundraising consultancy	8,850	3,175
<b>Charitable activities</b>		
Members' Meetings	3,856	2,919
Publications and other activities	2,904	4,390
Office costs	11,270	7,026
Employment costs	98,599	85,380
Cambridge Conference costs	13,505	-
Website costs	4,840	-
Office move costs	3,507	-
<b>Total charitable activities</b>	<b>138,481</b>	<b>99,715</b>
<b>Governance costs</b>	<b>356</b>	<b>745</b>
<b>Total resources expended</b>	<b>147,687</b>	<b>103,635</b>

Governance costs are made up as follows:

	Total 2015 £	Total 2014 £
Directors' travel expenses	93	24
Board meeting expenses	250	206
Sundry costs	13	13
Independent inspection of accounts and accountancy	-	502
	<b>356</b>	<b>745</b>

### 4. Employees and Trustees

<b>Employment Costs</b>	2015 £	2014 £
Staff costs during the period were as follows:		
Salaries	76,164	73,606
Employer's National Insurance	8,020	7,842
Pension contributions	12,385	2,887
Staff Expenses	661	231
Recruitment costs	1,369	814
	<b>98,599</b>	<b>85,380</b>

No employees earned more than £60,000 per annum (including taxable benefits but excluding employer pension contributions) during the period (2014: no employees). Pension contributions for 2015 include unaccrued contributions relating to previous years totalling £4,253.

No Trustees received any remuneration in respect of their services as Trustees during the period (2014: none). Travelling expenses of £93 (2014: £24) were reimbursed to two Trustees during the period.

### 5. Debtors

	2015 £	2014 £
Members' Subscriptions	147	1,510
Grant	7,000	-
	<u>7,147</u>	<u>1,510</u>

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

	2015 £	2014 £
Deferred grant income	44,267	44,367
Tax, social security and pension contributions	11,611	3,451
Independent examination and accountancy	-	502
Payroll service	-	120
Printing costs of publication (2014 Sundry creditors)	1,645	960
	<u>57,523</u>	<u>49,400</u>

### 7. Funds

	At 1 September 2014 £	Incoming resources £	Expenditure £	At 31 August 2015 £
<b>Total unrestricted funds</b>	55,575	92,763	(108,837)	39,501
<b>Total restricted funds</b>	-	38,850	(38,850)	-
<b>Total funds</b>	<u>55,575</u>	<u>131,613</u>	<u>(147,687)</u>	<u>39,501</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.

ends