

CRIMINAL JUSTICE ALLIANCE

**Registered Charity no.
1143038**

**Company limited by guarantee no.
6331413**

Report and Financial Statements

Year ended 31 August 2016

CONTENTS

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

INTRODUCTION

We are delighted to have grown the size, and consequently the collective influence, of the Criminal Justice Alliance from 80 to 110 member organisations during the reporting year. Those members, now employing 12,000 people between them, recognise that our shared voice can and does have material impact in helping to effect change across the criminal justice pathway.

During a period of seismic change in criminal justice our staff continued delivering a range of interventions for members to support them in securing their own organisational aims. Apart from the four major meetings detailed in this report, important opportunities for members to engage with very influential figures, we produced an important and widely-praised briefing on the experience of victims, witnesses and defendants in the Crown Court and engaged extensively in the development of public policy on areas ranging from sentencing to the development of problem-solving courts and the, now abolished, criminal courts charge.

At a time of fast political change, if not some instability, we continued to engage with ministers, their staff and others who maintain a stated commitment to transformation in the way that our criminal justice system works. The effectiveness of that engagement was signalled by the decision of Liz Truss, now Lord Chancellor and Secretary of State for Justice, to invite us to host and co-chair her first meeting with a range of charities from across the criminal justice sector shortly after her appointment in the summer. We will continue to engage as a doggedly constructive and critical friend to the government as its promised reform programme continues.

As I retire from the Board of the CJA after seven years, five as its Chair, I pay tribute to the dedication of its trustees, the notable efforts and professionalism of our staff, led so capably by Ben Summerskill, and the commitment of our members. As I hand over to John Drew, my successor, I am very happy that the organisation is in the stewardship of such talented and capable people. It has been a privilege to serve this remarkable charity and I am entirely confident that it will thrive in the years ahead.

John Samuels QC
Chair

INFORMATION

Trustees:	Geoff Bayliss Helen Cantrell Janet Crowe John Drew Frances Flaxington Penelope Gibbs John Graham Paul Kiff Christine Leeson Maria McNicholl John Samuels Charlotte Weinberg	(until 18 April 2016) (until 28 September 2015) (until 19 January 2016)
Chair	John Samuels	
Deputy Chairs	Helen Cantrell John Drew	
Treasurer	Geoff Bayliss	
Director	Ben Summerskill	
Charity number	1143038	
Company number	6331413	
Registered Office & Business Address	V308 Vox Studios Durham Street London SE11 5JH	
Bankers	Co-operative Bank plc Blaise Pascal House 100 Pavilion Drive Brackmills Northampton NN4 7WZ	
Solicitors	Bates Wells & Braithwaite 2-6 Cannon Street London EC4M 6YH	
Independent Examiner	Michael Walton 39 Frewin Road London SW18 3LR	

TRUSTEES' ANNUAL REPORT

The trustees present their report and financial statements for the year ended 31 August 2016. 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 from policing to prisons and probation. Members include campaigning charities, voluntary sector service providers, research bodies and staff associations, all of which are committed to improving outcomes throughout the criminal justice system in accordance with our charitable objectives. At the end of the reporting year we had 110 members (including five associate members). A full list of current members can be found at <http://criminaljusticealliance.org.uk/members/>

We are committed to helping deliver

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

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

Principal activities of the year

- Having cemented good relations on behalf of our members with Michael Gove and his advisers after his appointment as Secretary of State for Justice in May 2015, we started building similar relations with Liz Truss, appointed to replace him in July 2016. Shortly after her appointment the new Secretary of State asked us to host and co-chair a 'get-to-know-you' meeting, her first, for 20 member organisations working in prisons.
- We also met during the year with a range of other special advisers, senior officials and members of the 10 Downing Street Policy Unit as well as other key external stakeholders such as the Victims' Commissioner and prison governors. We provided continuing advice to ministers and officials on issues ranging from localism and the treatment of transgender prisoners to the introduction of problem-solving courts, an initiative supported by the CJA for some years which the government has now pledged to implement.
- In November we published *Structured Mayhem* – a digest of research carried out by CJA member the Institute for Criminal Policy Research into the experiences of victims, witnesses and defendants in the Crown Court. This was featured on the *Today* programme, BBC Radio 2, 3 and 4 News, *Daily Live* on Radio 5, the *Victoria Derbyshire Show* and BBC Radio Wales and in *The Observer*, the *Daily Mail*, *The*

Times, the *Belfast Telegraph* and in more than 40 local and regional newspapers as well as extensively online. After publication, both the Secretary of State for Justice and the Chief Executive of HM Courts and Tribunals Service requested meetings to discuss how some of our recommendations might be implemented.

- We held four major meetings during the reporting year to enable our members themselves to engage with, and influence, key figures within the criminal justice world. We were addressed in October by Sara Thornton, recently-appointed Chair of the new National Police Chiefs Council. She outlined a number of the operational, and budgetary, challenges facing police forces across the country. In January Alison Saunders, Director of Public Prosecutions, accepted our invitation to address members about *Structured Mayhem* and its implications for the Crown Prosecution Service. In April former Justice Minister David Lammy talked about his recently-announced enquiry into the over-representation of black, Asian and minority ethnic people in the criminal justice system. He described the 'breadth of interest and expertise' among CJA members as a 'huge asset to the criminal justice system'. He took advice from a range of member organisations about his proposed approach to the enquiry. In July the newly-appointed Director of the Prison Reform Trust, Peter Dawson, discussed the government's current prison reform programme and outlined some immediate steps that ministers could take to help reduce the prison population.
- After engaging with member organisations with specialist knowledge, we responded to Sentencing Council consultations on Youth Offences and Guilty Pleas and Justice Select Committee inquiries into the Criminal Courts Charge, the Role of the Magistracy, Restorative Justice and Young Adult Offenders. Our oral evidence to the Justice Select Committee hearing on the Criminal Courts Charge, presented by our Director, became the 'splash' on the front page of the *Independent* the next day. The Charge was abolished by the government shortly after, a real success both for the CJA and many of its members.
- We continued to implement our ambitious three year plan to expand our membership, and thus our reach, from 72 organisations in spring 2015 to 150 by spring 2019. By the end of the reporting year we had reached membership of 110 organisations, 50 per cent growth over 18 months. Our staff visited or met with 60 member organisations during the year in order to support their work, offer advice and ensure the integration of their priorities into the operational work of the Alliance.
- In March, we launched a programme to promote fairer use of stop-and-search and a reduction in its damaging impact on young - particularly young black, Asian and minority ethnic - people. We engaged on the issue with 180 candidates standing to be Police & Crime Commissioners in May and started a series of in-depth interviews with young people across the country to bring their voice to decision-makers and inform this workstream as it develops. In July we published a briefing for parliamentarians and others on the mistaken connection often made between a reduction in the use of stop-and-search and a rise in knife crime.
- In April, we started work on a programme to secure an *entitlement in law* to restorative justice in the government's forthcoming Victims Bill. We started work on an extensive scoping exercise to accurately cost any such pledge and identify what areas of existing public expenditure might fund it. As with our work on stop-and-search, this workstream had been identified by us as an area where the CJA might uniquely help deliver specific outcomes by bringing together member organisations and adding collective value to the impact they might have individually.

- We continued to play an active role on the management committees of the influential T2A (Transition to Adulthood) Alliance and also 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.

Staff

We continue to be very grateful indeed for the hard work and commitment of our staff. Their efforts enable us as an organisation to punch considerably above our weight.

During the reporting year we committed ourselves to a future budget of 1.5 per cent of payroll for training and professional development (at the higher end of sectoral good practice) as a demonstration of our determination to get the best from our people.

Funders

We remain hugely grateful to the Hadley Trust, Porticus UK, the Barrow Cadbury Trust, the Monument Trust, the Allen Lane Foundation, the 29th May 1961 Charitable Trust, the John Paul Getty Jnr Charitable Trust, Lush Charity Pot and the Esmée Fairbairn Foundation for their support during all or part of the financial year.

Governance and Management

The charity is governed by a Board of Trustees who oversee our work through quarterly 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 performance through the Chair 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 in 2015 and operates under terms of reference which delegate certain functions from the Board.

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

During the reporting year, as part of a succession planning process started in 2015, the Board elected John Drew to succeed John Samuels as Chair when the latter's permitted term of office expires in January 2017. Helen Cantrell will continue as Deputy Chair.

Financial Review

The results for the year ended 31 August 2016 are set out in the attached financial statements. Total incoming resources for the year were £121,767. Expenditure for the year was £137,925. The deficit for the year was £16,158. Fund balances carried forward at 31 August 2016 totalled £23,343. By the end of the reporting year we had secured funding of £179,433 for the forthcoming financial year, up 47 per cent on the current year.

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 build unrestricted reserves sufficient to cover not less than three months' anticipated expenditure. At the year-end, reserves of £23,343 represented slightly more than two months' expenditure.

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:

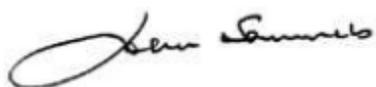
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Statement of Recommended Practice 'Accounting and Reporting by Charities' (the Charities' SORP)
- make judgments and estimates that are reasonable and prudent;
- state whether applicable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

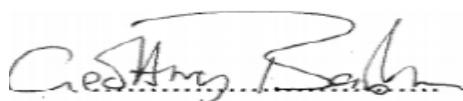
Preparation of the Report

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 January 2017 and signed on its behalf by:



.....
John Samuels (Chair)



.....
Geoff Bayliss (Treasurer)

**Criminal Justice Alliance
Independent Examiner's Report to the Trustees
For the year ended 31st August 2016**

I report on the accounts of the Criminal Justice Alliance ('the company' / 'the charity') for the year ended 31st August 2016.

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.

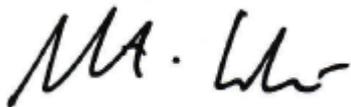
Basis of independent examiner's report

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 with my examination 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 Charitieshave 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.



Michael Walton
39 Frewin Road
London SW18 3LR

Date:

15/11/16

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2016
(Incorporating an Income and Expenditure Account)**

	Note	Unrestricted funds £	Restricted Funds £	Total funds 2016 £	Total funds 2015 £
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary Income					
Grants and Donations	2	94,718	16,260	110,978	123,100
Membership subscriptions		10,715	-	10,715	6,294
		<u>105,433</u>	<u>16,260</u>	<u>121,693</u>	<u>129,394</u>
Fees earned		-		-	2,000
Bank interest		74	-	74	219
Total incoming resources		<u>105,507</u>	<u>16,260</u>	<u>121,767</u>	<u>131,613</u>
RESOURCES EXPENDED					
Cost of generating funds	3	-	6,510	6,510	8,850
Charitable activities		121,089	9,750	130,839	138,481
Governance costs		576	-	576	356
		<u>121,665</u>	<u>16,260</u>	<u>137,925</u>	<u>147,687</u>
Total resources expended		<u>121,665</u>	<u>16,260</u>	<u>137,925</u>	<u>147,687</u>
Net movement in funds and net incoming/(outgoing) resources for the year		<u>(16,158)</u>	<u>-</u>	<u>(16,158)</u>	<u>(16,074)</u>
Fund balances brought forward at 1 September		<u>39,501</u>	<u>-</u>	<u>39,501</u>	<u>55,575</u>
Fund balances carried forward at 31 August		<u>23,343</u>	<u>-</u>	<u>23,343</u>	<u>39,501</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 2016

	Note	2016 £	2016 £	2015 £	2015 £
Current assets					
Debtors	5	4,100		7,147	
Cash at bank and short-term deposits		121,258		89,877	
		<u>125,358</u>		<u>97,024</u>	
Creditors: amounts falling due within one year	6	<u>(102,015)</u>		<u>(57,523)</u>	
Net current assets			23,343		39,501
Total net assets			<u>23,343</u>		<u>39,501</u>
Represented by:					
Funds and reserves					
Restricted funds			-		-
Unrestricted fund - General fund			23,343		39,501
			<u>23,343</u>		<u>39,501</u>

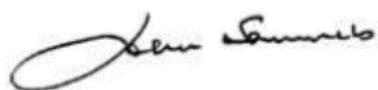
For the year ended 31 August 2016 the charitable company was entitled to exemption from audit under Section 477 of the Companies Act 2008 relating to small companies.

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 23 January 2017 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 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 2016 £	Total 2015 £
Grants and Donations				
Allen Lane Foundation	11,250	-	11,250	3,750
Barrow Cadbury Trust	-	9,750	9,750	30,000
Evan Cornish Foundation	-	-	-	3,000
Esmée Fairbairn Foundation	12,500	-	12,500	30,000
J P Getty Jnr Charitable Trust	1,667	-	1,667	-
Hadley Trust	38,333	-	38,333	47,500
Lush Charity Pot	991	-	991	-
Monument Trust	8,333	-	8,333	-
Porticus UK	20,833	-	20,833	-
29 th May Charitable Trust	-	6,510	6,510	8,850
Donations	811	-	811	-
	<u>94,718</u>	<u>16,260</u>	<u>110,978</u>	<u>123,100</u>
Membership Subscriptions	10,715	-	10,715	6,294
	<u>105,433</u>	<u>16,260</u>	<u>121,693</u>	<u>129,394</u>

The allocation of Barrow Cadbury's grant attributed to the year ended 31 August 2015 was incorrectly calculated. £5,000 that should have been credited to 2015/16 was credited to 2014/15. Adjusting for this error would result in the allocation of £14,750 to 2015/16.

3. Total resources expended

	Total 2016 £	Total 2015 £
Cost of generating funds		
Fundraising consultancy	<u>6,510</u>	<u>8,850</u>
Charitable activities		
Members' Meetings	3,161	3,856
Publications and other activities	-	2,904
Office costs	10,809	11,270
Employment costs	112,223	98,599
Cambridge Conference costs	-	13,505
Website costs	3,896	4,840
Office move costs	750	3,507
Total charitable activities	<u>130,839</u>	<u>138,481</u>
Governance costs	576	356
Total resources expended	<u>137,925</u>	<u>147,687</u>

Governance costs are made up as follows:

	Total 2016 £	Total 2015 £
Directors' travel expenses	75	93
Board meeting expenses	501	250
Sundry costs	-	13
	<u>576</u>	<u>356</u>

4. Employees and Trustees

Employment Costs	2016 £	2015 £
Staff costs during the period were as follows:		
Salaries	96,080	78,164
Employer's National Insurance (after Employment Allowance)	6,897	6,020
Cost of defined contributions pension scheme	8,027	12,385
Staff Expenses	1,219	661
Recruitment costs	-	1,369
	<u>112,223</u>	<u>98,599</u>

The average total number (by headcount) of employees during the year was three, currently comprising three full-time employees but including one employee who was a part-time employee for part of the year. Estimated average number of full-time equivalent employees during the year was 2.8.

No employee received emoluments (excluding employer's pension contributions) of more than £60,000 during the year. (2015: No employees)

No Trustees received any remuneration in respect of their services as Trustees during the period (2015: none). Travelling expenses of £75 (2015: £93) were reimbursed to one Trustee (2015 two Trustees) during the period.

5. Debtors

	2016 £	2015 £
Members' Subscriptions	-	147
Grant	-	7,000
Rent and IT cost deposit	4,100	-
	<u>4,100</u>	<u>7,147</u>

6. Creditors: amounts falling due within one year

	2016 £	2015 £
Deferred grant income	87,590	44,267
Tax, social security and defined benefit pension contributions	12,466	11,611
Website update	1,959	-
Printing costs of publication	-	1,645
	<u>102,015</u>	<u>57,523</u>

7. Funds

	At 1 September 2015 £	Incoming resources £	Expenditure £	At 31 August 2016 £
Total unrestricted funds	39,501	105,507	(121,665)	23,343
Total restricted funds	-	16,260	(16,260)	-
Total funds	<u>39,501</u>	<u>121,767</u>	<u>(137,925)</u>	<u>23,343</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