

# **Criminal Justice Alliance**

## **Annual report and financial statements**

*Year ended 31 March 2021*

Charity number 1143038

Company number 06331413

# **Criminal Justice Alliance**

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## **Introduction**

Like many others in the charity sector, the past year has presented huge challenges for the Criminal Justice Alliance (CJA) and our members working towards a fair and effective criminal justice system. That system was 'stress tested' by the pandemic and was found wanting.

As the new Chair of the CJA, I have been honoured to witness the CJA rise to the occasion, harnessing the experiences and expertise of its members, to shine a light on those areas where urgent action was needed. And those areas were unfortunately plentiful, from prisoners locked in their cells for 23 and a half hours a day, to victims of domestic violence trapped at home with their abusers. Over the past year the CJA has made evidence-based and realistic recommendations for change, shared good practice and held government to account. It will continue to do so through-out the period of 'recovery' to ensure lessons are learnt and the system 'builds back better' for the future.

In a year where racial inequality in the criminal justice system was in the spotlight, the CJA has doubled down on its commitment to address race disparity, from securing new national guidance on community scrutiny of stop and search, to drawing together policy makers and practitioners to discuss increasing the recruitment, retention and progression of Black, Asian and minority ethnic people in the criminal justice workforce.

The Board have been hugely grateful for the hard work, passion and dedication of the small staff team led by Director Nina Champion. Two new members of staff; Amal Ali (Policy Officer) and Jamie Morrell (Communications and Engagement Officer), started at the CJA just as the country went into the first lockdown, so have had to 'learn the ropes' while working remotely and responding to a rapidly changing criminal justice environment.

We have also been fortunate to have had the expertise and enthusiasm of three paid Longford Trust interns; Jason Grant-Rowles, Paul Grady and Victoria Ebun. They have provided crucial assistance with policy and

research tasks, as well as communications and our annual awards. Following our 'Change from Within' report, published in 2019, we are proud to 'walk the walk' and employ people with lived experience of the criminal justice system. In our policy work we continue to promote lived experience leadership and advocate for barriers to be removed. And we are glad to see increasing signs of this.

We continue to secure engaging keynote speakers at our members meetings. This year we heard from Lib Peck (Director of the London Violence Reduction Unit), Alex Chalk MP (Justice Minister for race disparity and victims), Martyn Underhill (Police and Crime Commissioner for Dorset) and Charlie Taylor (the new Chief Inspector of Prisons). We are grateful to all our speakers and expert panellists who have contributed to our events.

Our annual awards in November 2020 showcased creativity and resilience in what has been a tumultuous year. Our big thanks to energetic awards host Junior Smart for helping everyone feel valued and celebrated, despite being a virtual event this year and to our esteemed judges, the decisions get more difficult every year!

I am very grateful to the Board of trustees, who have played such a crucial role over the past year in taking the CJA from strength to strength and whose diversity of thought and experience enriches our decision-making. This year we bid a sad farewell to former trustee and Chair John Drew MBE. John's wisdom and commitment to a fairer and more effective criminal justice system was second to none and we thank him for all his work over the years. We are delighted to have welcomed Kimberley Lamb, Head of the Bedfordshire Violence and Exploitation Reduction Unit, as a new trustee and look forward to working with her. I would also like to extend particular personal thanks to our new Treasurer Carol Hodson and our Vice-Chair Lucy Jaffe for their support and expertise.

*Kevin Wong*

Kevin Wong

**Chair**

## **Legal and administrative information**

<b>Board of Trustees</b>	Kevin Wong	Chair (from 1 September 2020)
	John Drew	Chair (until 31 August 2020 – resigned as trustee – 1 January 2021)
	Lucy Jaffé	Vice Chair
	Carol Hodson	Treasurer (from 27 April 2020)
	Geoff Bayliss	Treasurer (resigned as Treasurer & trustee 27 April 2020)
	Carolyn Burge	(appointed 24 September 2020)
	Kimberley Campbell-Lamb	
	Caroline Drummond	
	Prof. Rodney Morgan	
	Tebussum Rashid	
	Nadine Smith	

**Director & Co. Secretary** Nina Champion

**Charity registration no.** 1143038

**Company registration no.** 06331413

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## Trustees' annual report

The Board of Trustees, who are also directors of the Charity for the purposes of the Companies Act, and trustees for charity law purposes, submit their annual report and the financial statements of Criminal Justice Alliance for the year ended 31 March 2021. The Board of Trustees confirms that the annual report and financial statements of the Charity comply with current statutory requirements, including the Charity Act 2011, as well as the requirements of the Charity's governing document and the provisions of the 'Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition (effective 1 January 2019)', the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

### Objectives

The principal aims of the CJA are to promote the reduction and prevention of crime, the rehabilitation of offenders and (so far as it is exclusively charitable) the welfare of offenders' families and dependants. The charity promotes or assists in the promotion of the sound administration of the criminal justice system. Trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

The CJA is a coalition of member organisations working across the criminal justice system in England and Wales in areas including prevention, policing, prisons, probation and victim services. Members include charities, professional associations, think tanks and research bodies, all committed themselves to achieving a fairer and more effective criminal justice system in accordance with our charitable objectives. At the end of the reporting year we had 160 members (including three associate members). A full list of current members can be found at <http://criminaljusticealliance.org.uk/members/>.

### Principal activities of the year

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

##### Members Meetings

Due to the pandemic, Members Meetings have moved to an online format. As a result, members from across England and Wales have been able to more easily attend and hear from our high-profile key-note speakers and expert panellists. Discussion topics included mental health and wellbeing, race equality, the future of policing and a public-health approach to tackling violent crime. Meetings were written up into blogs on our website and the recordings were posted on our YouTube channel to disseminate the learning more widely across the sector. A justice minister, giving a keynote speech at one of our Members Meetings, said:

*'We feel that the alliance, which creates networks, which distils expert insights, is really important to government.'*

We also continue to get positive feedback from members attending the meetings. One member recently commented:

*'The meeting this morning was fantastic. Such an interesting bunch of speakers. You are leading the pack if you don't mind me saying so.'*

##### Events

Throughout the year we have held a number of events on topical issues, for example we organised an event with the Deputy Director for HM Prison and Probation Service Insights and three of her colleagues working on the issues of families, education and employment. The meeting was convened in response to our 'Routes to Recovery' report, which HMPPS were using to inform their 'learning the lessons' work. Members had the opportunity to pose questions to the senior officials as we entered the third national lockdown, providing them with a valuable opportunity to share their concerns, ideas and good practice. The Deputy Director said at the event:

*'Your report and the experiences of the voluntary sector and others are so important for us because you are a mirror for us, and you give us a fresh perspective. And you often bring a nuance to our understanding. So, I just want to say thank you and I do find it really helpful. I particularly love it when we look at joint problem-solving together, where we look at what's gone well and what are the opportunities to do things better.'*

##### Expert groups

We have convened a number of expert groups throughout the year to support our systemic work, as

well as to help co-produce our briefings and policy consultation responses.

Our expert group on remand has met several times with senior officials and been in correspondence with the Secretary of State for Justice on issues such as the urgent need for court-based Bail Information Services, as well as raising concerns about the extension of custody time limits due to the pandemic.

We held twelve separate expert groups on the impact of the pandemic across the criminal justice system on a variety of topics including education, substance misuse, victim services and families. These insights and experiences formed the basis of our 'Routes to Recovery' report.

Our stop & search expert group co-produced our response to the Home Office consultation on Serious Violence Reduction Orders (SVRO) and we also carried out a focus group with Voyage's Youth Advisory board meeting to seek the views of young people. The group have also advised the CJA on the development of our super-complaint focusing on suspicion-less searches and ineffective scrutiny of stop and search powers.

Our expert group on scrutiny and accountability co-produced our response to the Ministry of Justice's consultation on strengthening the independent scrutiny bodies through legislation, as well as advising us on the early stages of our work on community scrutiny in police and prison custody.

We set up a new expert group on employment who contributed views on the Education Select Committee's inquiry into prison education and skills for employment. This group will also help to inform and advise on our 'Positive Pathways from Prison' advocacy work.

Our Police and Crime Commissioner (PCC) expert group informed plans for refreshing our 'Public Safety, Public Trust' briefing given the delayed election. The expert group advised on updated case studies and contributed to two new sections on responding to the pandemic and reducing racial disparities.

Our restorative expert group contributed to our work on the Victims Code, the Independent Commission into the Experience of Victims and Long-Term Prisoners and the forthcoming Victims Law.

We have also set up a research expert group and as a result we are now producing a bi-monthly research-focused bulletin for members and have increased the number of research focused blogs.

*'I just wanted to let you know how informative and useful the research bulletin is – really pleased to see it arrive in my inbox and be able to access the papers talked about in it in full! Really great addition to the bulletins you already send out.'* - CJA member

### *Annual CJA Awards and Media Awards*

Our virtual awards ceremony brought some much-needed celebration and recognition to organisations in such a challenging year. Outstanding organisations included Unlock and Children Heard and Seen. Outstanding Individual was Brendan Ross, Peer Circles Manager at St. Giles Trust. Our Lifetime Achievement Award went to Leroy Logan MBE, for his work in tackling racism in policing. Our Media Awards saw Symeon Brown from Channel Four win Outstanding Journalist, Prison Bag podcast win Digital Champion and The Punch on BBC Radio 4 win best documentary.

Our expert judges, including a barrister, former prison governor and Chair of the National Union of Journalists Ethics Council, had an incredibly difficult task. The YouTube recording has been watched over 700 times and the feedback was very positive about the value of the awards to the sector:

*'Great, witty, authentic and compassionate hosting by Junior Smart! Array of new organisations to us that we have now signposted beneficiaries to. Generally inspiring! Showcase of good practice and 'changemaker' organisations.'* (CJA Awards attendee)

## **2. Influence policy makers, commissioners and the public to achieve our vision**

### *Consultation responses and policy briefings*

Throughout the year we have responded to a range of policy consultations from the Home Office, Ministry of Justice and Select Committee inquiries on topics including Serious Violence Reduction Orders, Arms-Length Scrutiny Bodies, the revised Victims Code and the impact of Covid-19.

We have also produced a number of policy briefings including a compendium of member responses to the wide-ranging sentencing white paper covering issues from criminal record reform to the impact on people with protected characteristics.

We also contributed to policy work co-ordinated by our members, for example the JUSTICE youth justice working party, as well as taking the lead co-ordinating the cross-sector response to racially discriminatory clauses in the Police, Crime, Sentencing and Courts Bill which resulting in over 70 organisations signing an open letter to the Prime Minister.

During the pandemic we collected case studies from members on the inadequacy of the prison discharge grant and the need for internet enabled mobile phones. The Justice Secretary has since agreed to calls for a review of the discharge grant.

Our work influencing on issues around sentencing during COVID-19 resulted in the Sentencing Council publishing an update for judges highlighting the need

for consideration of the 'heavier impact' of custodial sentences during this time.

Following regular briefings to the Justice Select Committee throughout the pandemic, they echoed our calls for the Ministry of Justice to publish plans to support the mental health of people in prison and to review of the discharge grant for prison leavers.

The Justice Select Committee also published its report on the ageing prison population, which the CJA and members provided evidence for. Many of our recommendations were included in the report including greater training and oversight for peer 'buddies' who care for older people in prison.

### Advisory Roles

During the year Director Nina Champion has contributed advice and expertise to several advisory groups.

In response to the pandemic, Nina was invited to contribute to the Reducing Reoffending 3rd Sector Advisory Group (RR3) Covid-19 Special Interest Group to help inform the immediate response in prisons and probation and the longer-term recovery.

Nina continues to attend the ministerial Advisory Board on Female Offenders (ABFO), where she has successfully raised issues regarding reducing the number of women remanded into custody, resulting in more bail information services being provided during the pandemic, as well as securing a specific strand of work in the Ministry of Justice focused on improving outcomes for Black, Asian and minority ethnic women.

As a result of our report 'Change from Within', Nina helped to convene a sub-group of the HMPPS Service User Advisory Group, focused on improving the pipeline for service users to gain paid employment in the criminal justice sector. The group has since successfully informed plans for the probation workforce strategy and the civil service second chances scheme 'Going Forward into Employment' to promote roles for people with lived experience and remove barriers to their employment.

Nina regularly attends meetings of the Transition2Adulthood campaign group to help inform and promote the distinct needs of young adults in our advocacy work and has contributed to an advisory group on diversion led by Transform Justice.

CJA Policy Officer Amal Ali contributed to an advisory group for the Mayor's Office for Policing And Crime in London (MOPAC) on improving trust and confidence and has also attended HMPPS Re:Hub meetings on restorative justice issues.

Throughout the year Nina and Amal have also contributed to various round table meetings hosted by the Home Office, Victims Commissioner's Office, shadow justice team and Association of Police and Crime Commissioners.

### Communications

Communications and Engagement Officer Jamie Morrell has worked with web design company Highscore to develop and launch a new website for the CJA, in order to increase engagement and utility to our members and others with an interest in criminal justice issues. As well as a more attractive and user-friendly layout, the website includes new features including an online member application form, a search function for finding relevant member organisations and link to make donations. Members have responded positively:

*'Just wanted to say congratulations on the new website! It's looking great and is such an improvement!'*

*'In a nutshell, it's great! I think being able to search the site by focus is fantastic for both members and visitors to the site, that you can do this on all pages is a real bonus and I think the help and advice page for other visitors with support agencies is fab too.'*

We have developed our social media presence with more frequent and engaging posts. We now have over 14k Twitter followers and our impressions (the number of people who have seen our posts) have risen over the year peaking at 550k in November 2020 during the awards ceremony. Our engagement rates on Twitter, our website and our weekly bulletins have also increased over the year as a result of having a specific post focused on publishing regular and engaging content.

*'I love the quality of communications and information. It's solid, 'meaty' and really informative.'* (CJA member)

We have secured a wide range of sector-specific media opportunities including articles in Probation Quarterly, Policing Insights, Police Professional, the Justice Gap, Inside Time, as well as CJA's Director featuring in an episode of the Justice Focus Podcast. We have also secured national media coverage in The Independent, The I and The Voice for our work highlighting how the Sentencing Bill will entrench racial disparities.

We have significantly increased the number of blogs over the year including a new series called 'Meet the Member' which highlight the work of our member organisations.

*'Just wanted to say the members blog you put out was so encouraging and uplifting. Lots of lovely comments from the community and sector has shown what an appetite and will there is for our specialist provision. We don't always get to hear that which such clarity.'* (CJA member)

Staff and trustees have all received training in reframing principles and have worked to incorporate the learning into our communications. Nina is also working with The Frameworks Institute as part of the Positive Pathways from Prison project.

### **3. Build the capacity of small organisations and people with lived experience to influence change**

#### *Lived Experience Expert Group*

We held several meetings of our lived experience expert group throughout the year. The group has been advising the CJA on the development of a leadership programme to support people with lived experience into leadership and influencing roles in the sector. Their feedback and advice has been crucial to the co-production of the programme design which we are now in the process of raising funds to implement. The group enjoyed meeting lived experience leaders from California on an online call to understand good practice models of leadership development in the States. We are very grateful to Longford Intern Jason Grant-Rowles for all his hard work carrying out peer interviews to inform the programme as well as trustee CJ Burge who Chairs the group.

The expert group also inputted into a letter to the Victims Policy Lead at the Ministry of Justice ahead of the Prime Ministers Hidden Harms Summit and the group also met with representatives from the Probation Workforce Strategy team and the Going Forward into Employment (GFIE) team to provide valuable feedback on increasing opportunities for people with lived experience in the criminal justice workforce.

#### *Longford internships*

We have been fortunate to have worked in partnership with The Longford Trust, who support people in prison or who have left prison with scholarships to go to university. As part of their offer, they seek employers who will offer paid internships to give valuable work experience opportunities to the Scholars. Throughout the last year we have employed three Longford Scholars paid the London Living Wage on part-time three-month contracts. They have been involved in a range of policy, research, communications and event organising tasks. Their contribution to the CJA staff team has been invaluable and the learning we have gained from the experience has informed the development of our lived experience leadership programme.

One intern wrote in a blog:

*'I have to say the whole experience from the first day to the last was enlightening and enjoyable. I was often asked to provide my thoughts and ideas throughout the process, which I felt were valued and acted upon. The Criminal Justice Alliance is important because it brings all these organisations together to change the world a little at a time. I felt privileged to have played a part in that.'*

#### *Fee structure*

We continue to support small organisations through our tiered membership fee structure, with a lower tier introduced in 2019. As a result, we have 19 members

who fall into that category. We are exploring the use of a new database to better track our work with members in future. We want to better target our engagement to ensure we are meeting the needs of our smaller members, in particular those outside of London, some of whom have given us the feedback below:

*'I like being kept abreast of opportunities and changes within the sector, but most of all I appreciate being able to pick up the phone to exchange ideas, offload or get some genuine advice. This matters a lot when your organisation isn't in London.'*

*'It can feel as a smaller charity that you're isolated, but being a CJA member helps us understand the role we play in the wider currents of the sector. It reminds us that we're one part of a greater whole.'*

*'[One of the reasons] we are a member is that we don't have a policy and campaigns team, so we rely on organisations like the Criminal Justice Alliance to amplify our voice and raise key issues with policy makers on our behalf.'*

#### *Legal action and policy influencing workshops*

We have been delighted to have taken part in delivering a series of workshops aimed at small, grassroots organisations working with Black, Asian and minority ethnic organisations. The workshops, led by EQUAL and Liberty, will increase their understanding of how to influence policy and take legal action to achieve policy change to tackle race disparity.

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

#### *Effective Scrutiny and Accountability*

We are excited to have started two new projects focused on improving equalities monitoring in police and prison custody with a focus on race and gender. We are working with the Independent Monitoring Board (IMB) Secretariat and Chairs of the Women's Estate IMBs to implement surveys of equality leads in the women's estate and on the IMBs. Our Longford Intern working with Policy Officer Amal and a focus group of Black, Asian and minority ethnic women with lived experience of prison to develop survey questions which will be distributed to women in custody to capture their experiences.

This year we also started a parallel project with the Independent Custody Visitors Association (ICVA) and have held focus groups with Scheme Manager and custody volunteers to inform a survey which has been distributed to all ICVs on issues relating to the monitoring of equality issues in police custody. We would like to thank the IMB, the ICVA and all the steering group members for their guidance and support. We hope from both projects to share good practice and feed into practical solutions such as

training materials and toolkits, as well making recommendations for policy change.

We have also continued to develop strong relationships with the Inspectorates and Prisons and Probation Ombudsman and have contributed to roundtables and meetings to make suggestions in relation to monitoring during a pandemic, equalities monitoring, the value of involving people with lived experience in scrutiny processes and how families can have more of a say in inspections. New Chief Inspector of Prisons, Charlie Taylor, gave his first speech in post at our CJA members meeting, giving members an opportunity to hear and ask about his priorities.

We have been working on the development of a super-complaint about the harms caused by Section 60 suspicion-less stop and searches and by ineffective scrutiny of stop and search. Throughout the year we have been collating and analysing Freedom of Information requests, with the support of Winnie Agnew-Pauley and Gavin Hales, to inform the complaint. We have also worked with our members and other external parties to gather supporting statements and draft a final report to be launched in May 2021.

This year we welcomed the College of Policing publishing revised guidance setting out what effective community scrutiny of stop and search looks like, which was significantly influenced through our Stop and Scrutinise report. As a result of meeting with the Deputy Mayor for Policing and input into various working groups with MOPAC, the Mayor's Action Plan to build trust and confidence included reference to our report and supported our recommendations for greater access to body worn footage by community scrutiny groups. The government's Commission on Racial Disparities also referenced the report and supported our calls for greater scrutiny.

We have called on the Home Office to go further and establish a national body to assist stop and search scrutiny groups and to make scrutiny mandatory for each police force and continue to press for this change through events, consultation responses and our super-complaint.

#### *Fit for purpose and diverse workforce*

This year we have continued to promote a racially diverse criminal justice workforce and one that values lived experience.

Following the launch of our 'Change from Within' report in 2019, we held an event in partnership with HM Prison and Probation Service Insights team to discuss the experiences of three people with lived experience working in the criminal justice sector. Regular conversations with HMPPS, the Cabinet Office and Ministry of Justice has increased our profile with those who can influence change.

Through an employment sub-group of the HMPPS Service User Advisory group, set up at the suggestion

of the CJA, and through a focus group with our lived experience expert group, there has been some progress made on reducing barriers for people with lived experience and some active promotion of opportunities through the probation workforce strategy, HMI Prisons and Probation and Going Forward into Employment civil service scheme. Building on our own learning through employing Longford Interns and through the peer research carried out by intern Jason-Grant Rowles, we have co-produced a plan for a leadership programme for people with lived experience to move into more senior leadership and influencing roles in the sector. We are currently fundraising for the programme to start next year.

In June, in the aftermath of the killing of George Floyd in America and the Black Lives Matters protests around the world and in the UK, we held an online event on the topic of increasing racial diversity in the criminal justice workforce attended by over 150 people. Both the Justice Secretary and Shadow Justice Secretary gave opening remarks and confirmed their commitment to this issue. Other speakers included the National Black Police Officers Association, CharitySoWhite, HMPPS Equalities, the Muslim CPS Association, Bridging the Bar and JUSTICE. It was chaired by Junior Johnson, the Director for Ministry of Justice Workforce Policy. The event was followed by four virtual roundtable meetings on the themes of recruitment, retention, progression and impact, and included experts from across the criminal justice system from police and probation officers, to magistrates, barristers, civil servants, victim services and the voluntary sector. This is being written up into a report to be published next year.

#### *A restorative criminal justice system*

We were thrilled to be selected as a partner in Lloyds Bank Foundation's Criminal Justice Programme to help us influence policy and practice towards a more restorative criminal justice system. This year we flexed our work plan to respond to the pandemic and worked with our restorative expert group to publish the first of a series of briefings called 'Responding Restoratively to Covid-19'. It looked at how restorative services had responded to the pandemic and how restorative approaches should be used in the recovery phase. It included quotes from a wide range of restorative experts from policing to prisons. Further reports on restorative approaches are planned to include restorative prisons, policing and schools.

*'Your report is interesting, illustrated with fascinating examples of innovative work and concludes with considered recommendations. [...] Thank you for bringing these matters to my attention at this critical moment and for the very valuable contribution you and your members make to the Criminal Justice System generally and HMPPS in particular.'* Dr Jo Farrar, CEO HM Prison and Probation Service.

We were delighted to work with our restorative expert group to respond to the consultation and secure changes in the drafting of the revised Victims Code to help secure a right to be referred to a Restorative Justice service. We worked closely with the Victims Commissioner's office, who wrote an open letter to the justice minister, and with Ministry of Justice officials to influence the drafting to ensure the right was not watered down.

*'The CJA have sent me a copy of their submissions in response to the recent government consultation on the new Victims' Code. Having reflected upon their concerns, I find I share their view that there appears to have been a conscious decision watering down the language on access to restorative justice.'* - extract from Victims Commissioner's letter

We also secured changes to ensure agencies other than the police were responsible for sharing information on restorative justice with victims, after we raised concerns that victims from Black, Asian and minority ethnic communities with lower levels of trust and confidence in the police might be disproportionately impacted if the responsibility was solely on the police.

Our members meetings and events have featured several speakers discussing restorative approaches and victim services. We have also worked in partnership with the British Journal of Community Justice to publish a special edition on restorative justice.

Following recommendations to the Home Office and various select committees by the CJA and others during the pandemic, specific COVID-19 funding was provided to specialist charities working with Black, Asian and ethnic minority victims of domestic abuse.

To further promote the work of specialist victim services, members heard from Muslim Women's Network about how they had responded to the pandemic through providing culturally specific services to victims of domestic violence. They were also a runner up in the CJA Awards, showcasing their successful approach to others in the sector.

Reflecting our recommendations for specialist victim services in his keynote speech the Justice Minister Alex Chalk MP, who has responsibility for both victims and race disparity, said:

*'Now we require much more effective audits on, for example, the extent to which [money given to PCCs for victims during pandemic] that has reached out and delivered in a proportionate way to people who are victims of the BAME community.'*

We are delighted that following our roundtable in partnership with the Ministry of Justice Race Disparity Unit in 2019, and further conversations following that, the Ministry of Justice (MoJ) have now published guidance and standards for Police and Crime Commissioners to ensure they are commissioning services to meet the needs of Black, Asian and minority

ethnic victims of crime. We were able to comment on a draft of the guidance and are working with the MoJ Race Disparity team to promote the guidance to Police and Crime Commissioners and others following the elections.

### *Positive Pathways from Prison*

We were excited to be selected as a partner in the Positive Pathways from Prison project co-ordinated by Porticus UK starting in January 2021. The CJA will be playing a crucial role in helping to co-ordinate the advocacy work on issue relating to employment and family relationships, drawing on the government's commitments in response to the Coates and Farmer Reviews. The CJA have started working with The Frameworks Institute, a project partner, to support a research project looking at how best the sector can communicate to the public and potential employers about people leaving prison and the need for a greater focus on family and employment support.

### *System-change knowledge exchange partnership*

Due to the pandemic travel restrictions, the Erasmus system-change project was unfortunately placed on hold. The UK visit has now been postponed until November 2021 and other visits to the Netherlands, Czech Republic and Slovakia to exchange knowledge and good practice have been delayed until 2021/22. We look forward to re-starting this project next year to share our learning on system-change and learn from other countries.

## **Organisational Development**

### *External evaluation*

We have recruited Kathleen Christie as the CJA's first external evaluator. Kathleen is an experienced evaluator of alliances and advocacy across a range of different sectors including human rights and family policy. This year Kathleen has carried out a range of stakeholder interviews and has conducted a member survey. An interim and final report will be published next year with the findings about our impact and recommendations which will inform the CJA's next strategy for 2022-2025.

### *Staff, consultants and interns*

The CJA welcomed two new members of staff at the start of 2020; Amal Ali (Policy Officer) and Jamie Morrell (Communications and Engagement Officer) who began at the CJA just as the country went into the first lockdown. Despite not having been in an office together for the whole of the year, they have adapted admirably to remote working and in responding to the impacts of the pandemic on the criminal justice system in a rapidly changing environment. We were also delighted to be joined by three paid Longford Interns (Jason Grant-Rowles, Paul Grady and Victoria Eburn) at various points in the year who added valuable expertise and

enthusiasm. We are very grateful to the staff team, led by Director Nina Champion, for their hard work, persistence, and passion throughout a challenging year.

We also thank the various consultants we have worked with during the year:

- Liz Banner, who helped to support our fundraising efforts to secure the new posts and put our strategy into action;
- Helen Crawley, who has designed our reports, briefings and awards brochure;
- Winnie Agnew, who cleaned and analysed Freedom of Information data on suspicion-less stop and searches;
- Gavin Hales, who peer-reviewed research on stop and search;
- Sue Newberry from Good Ideas Ltd, who is supporting us to gain NCVO Trusted Charity level one accreditation;
- Gemma Buckland from Do It Justice Ltd, who provided training and drafting support;
- Pete Clark, Gary Shaw and Neil Marshall from Highscore, who developed our new website;
- Romek Knopp and Neil Foster from Voytek, who enabled our virtual awards ceremony;
- Kathleen Christie, who is undertaking our external independent evaluation;
- Jens-Ulrich Poppen, who volunteered helping with communications and website work; and,
- Sami Prior and Amy Camara who provided wellbeing support to staff during the pandemic.

## **Funders**

We are hugely grateful to the AB Charitable Trust, Barrow Cadbury Trust, Esmée Fairbairn Foundation, Evan Cornish Foundation, Hadley Trust, Lloyds Bank Foundation, Lush Charity Pot and Porticus UK (Stiftung Auxilium), for their support during the year.

## **Structure, governance and management**

Criminal Justice Alliance is a company limited by guarantee, number 06331413, and a registered charity in England and Wales, number 1143038.

The organisation's Governing Document is its Articles of Association, incorporated 2 August 2007.

The charity is governed by a Board of Trustees. Trustees are elected at the AGM or appointed between meetings by co-option. Trustees delegate day-to-day running of the charity to the Director who reports on operational performance through the Chair and financial performance through the Treasurer to the Board. Management accounts and variance reports are considered at each Board meeting. A Risk Register and Balanced Scorecard noting progress against the CJA business plan are also considered by Trustees.

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

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

In November 2020 the Board of trustees agreed that the Staffing Committee and Fundraising and Finance Committee should be merged to form the Finance and Resources Committee.

### ***Selection and appointment of Trustees***

The Trustees may appoint new members by general agreement, in particular where specialist skills are required.

New members are fully briefed on their obligations under charity and company law, and are given information on the decision-making processes, the financial performance of the Charity and the business plan.

### ***Risk management***

The Trustees have considered the major risks to which the Charity is exposed and established procedures to manage those risks. They have implemented reviews and procedures to mitigate those risks, including a review of risks and liabilities at every Board meeting.

## **Financial results**

The results for the year ended 31 March 2021 are set out in the attached financial statements. Total incoming resources for the year were £279,360 (7 month period ended 31 March 2020: £142,144). Expenditure for the year was £232,466 (7 month period ended 31 March 2020: £115,389). The surplus for the year was thus £46,894 (7 month period ended 31 March 2020: £26,755).

Fund balances carried forward at 31 March 2021 totalled £138,747 (7 month period ended 31 March 2020: £91,853), of which £132,944 were unrestricted as to use (7 month period ended 31 March 2020: £75,192).

The Trustees are satisfied with the financial performance of the Charity throughout the year and are happy this level of reserves meets the reserves policy below.

### **Reserves policy**

The Trustees review the CJA's reserves policy annually. Considering the liabilities and costs associated with a reduction in the level of the charity's activities that might be caused by a reduction in funding, the Trustees have resolved that we should aim to build unrestricted reserves sufficient to cover not less than four months' anticipated expenditure. Year-end reserves of £132,944 comfortably represents more than four months' expenditure.

### **Statement of board of trustees' responsibilities**

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations. Company law requires the trustees to prepare financial statements for each financial period. Under that law they are required to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the excess of expenditure over income for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and,

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charitable company and to prevent and detect fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. In addition, the trustees confirm that they are happy that content of the annual review in pages 2 to 11 of this document meet the requirements of both the Trustees' Annual Report under charity law and the Directors' Report under company law.

They also confirm that the financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts 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 FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014.

### **Preparation of the report**

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006, and the exemptions available for smaller charities under the Statement of Recommended Practice.

This report was approved and authorised for issue by the Board of Trustees on 23 September 2021 and signed on its behalf by:

*Kevin Wong*

Kevin Wong

**Chair**

*Carol Hodson*

Carol Hodson

**Treasurer**

## **Independent examiner's report to the board of trustees of Criminal Justice Alliance**

I report to the Trustees on my examination of the accounts of Criminal Justice Alliance (charity number 1143038, company number 06331413) for the year ended 31 March 2021 which are set out on pages 13 to 27.

### **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 in accordance with the requirements of the Companies Act 2006 ('the 2006 Act'). The Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 ('the 2011 Act') nor under Part 16 of the 2006 Act, and that an independent examination is needed.

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, 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 Charities Act; and,
- to state whether particular matters have come to my attention.

This report, including my statement, has been prepared for and only for the Charity's Trustees as a body. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body for my examination work, for this report, or for the statements I have made.

### **Basis of independent examiner's statement**

My examination was carried out in accordance with 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 presented with those records. It also includes consideration of 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 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 the statement below.

### **Independent examiner's statement**

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England & Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or,
2. the accounts do not accord with those records; or,
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or,
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

*Vanessa Suri*

**Vanessa Suri**

Dated: 23 September 2021

24 Rowfant Road  
London  
SW17 7AS

## Statement of Financial Activities

### Incorporating the Income & Expenditure Account and the Statement of Recognised Gains & Losses For the year ended 31 March 2021

	Notes	Unrestricted funds Year ended 31 Mar 2021 £	Restricted funds Year ended 31 Mar 2021 £	Total funds Year ended 31 Mar 2021 £	Total funds 7 month period ended 31 Mar 2020 £
<b>Income from:</b>					
Donations and legacies	2	155,245	107,510	262,755	141,651
Charitable activities	3	16,275	-	16,275	301
Investments		330	-	330	192
<b>Total income</b>		<b>171,850</b>	<b>107,510</b>	<b>279,360</b>	<b>142,144</b>
<b>Expenditure on:</b>					
Raising funds	4 & 5	37,396	-	37,396	16,248
Charitable activities					
Policy work	4 & 6	45,385	98,368	143,753	74,733
CJA Awards	4 & 6	10,386	20,000	30,386	20,446
Membership support	4 & 6	20,931	-	20,931	3,962
Charitable activities		<b>76,702</b>	<b>118,368</b>	<b>195,070</b>	<b>99,141</b>
<b>Total expenditure</b>		<b>114,098</b>	<b>118,368</b>	<b>232,466</b>	<b>115,389</b>
<b>Net income/(expenditure)</b>		<b>57,752</b>	<b>(10,858)</b>	<b>46,894</b>	<b>26,755</b>
<b>Transfer between funds</b>	10	-	-	-	-
<b>Net movement in funds</b>		<b>57,752</b>	<b>(10,858)</b>	<b>46,894</b>	<b>26,755</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward	10 & 11	75,192	16,661	91,853	65,098
<b>Total funds carried forward</b>	10 & 11	<b>132,944</b>	<b>5,803</b>	<b>138,747</b>	<b>91,853</b>

The notes on pages 15 to 27 form part of the financial statements.

Income from investments was unrestricted in both the current and prior periods.

## **Balance Sheet**

**As at 31 March 2021**

	Notes	<b>Total funds</b>		<i>Total funds</i>	
		<b>31 Mar 2021</b>		<i>31 Mar 2020</i>	
		£	£	£	£
<b>Current assets:</b>					
Debtors & prepayments	8	<b>7,306</b>		6,932	
Cash at bank and in hand		<b>275,419</b>		214,241	
		<b>282,725</b>		221,173	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	9	<b>(143,978)</b>		(129,320)	
<b>Net current assets/(liabilities)</b>			<b>138,747</b>		91,853
<b>Net assets/(liabilities)</b>			<b>138,747</b>		91,853
<b>The funds of the charity:</b>					
Restricted funds			<b>5,803</b>		16,661
Unrestricted funds					
General funds	10 & 11	<b>132,944</b>		75,192	
Unrestricted funds			<b>132,944</b>		75,192
<b>Total charity funds</b>			<b>138,747</b>		91,853

The notes on pages 15 to 27 form part of the financial statements.

The financial statements have been prepared in accordance with section 415A of the Companies Act 2006 relating to small companies and FRS 102 Section 1A.

The charitable company is entitled to exemption from audit under section 477 of the Companies Act 2006 for the year ended 31 March 2021, and the members have not required the charitable company to obtain an audit of its financial statements for the year ended 31 March 2021 under section 476 of the Companies Act 2006.

*Kevin Wong*

Kevin Wong

**Chair**

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of the accounts.

They were approved and authorised for issue by the Board of Trustees on 23 September 2021 and signed on their behalf by:

## **Notes to the financial statements**

### **1. Accounting policies**

#### **Basis of preparation of the financial statements**

The financial statements have been prepared in accordance with 'Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) second edition (effective 1 January 2019)', the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The effect of any event relating to the year ended 31 March 2021, which occurred before the date of approval of the financial statements by the Board of Trustees, has been included in the financial statements to the extent required to show a true and fair view of the state of affairs at 31 March 2021 and the results for the year ended on that date.

Under the exemption available to smaller charities the Board of Trustees has chosen not to include a Statement of Cash Flows within the financial statements.

The functional currency of the Charity is sterling and amounts in the financial statements are rounded to the nearest pound.

#### **Going concern**

The financial statements have been prepared on the going concern basis as the Board of Trustees is confident that future reserves and future income is more than sufficient to meet current commitments. There are no material uncertainties that impact this assessment, and the ongoing COVID-19 pandemic has had no material impact on this assessment.

#### **Legal status**

Criminal Justice Alliance is a charitable company registered in England & Wales and meets the definition of a public benefit entity. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member. The registered address is V111 Vox Studios, Durham Street, London, SE11 5JH.

#### **Change in accounting period**

During the previous financial period the Trustees agreed to amend the accounting year end date from 31 August to 31 March, via a resolution at the board meeting on 23 January 2020, and to apply this to the period that commenced on 1 September 2019.

This decision was made to ensure that the financial statements fitted more closely with the annual cycle of activities for the Charity and in particular the membership year which runs from April to March.

As a result, the previous period is seven months long compared to the current year figures which represent a twelve-month period, resulting in some limitations with the comparative analysis.

#### **Fund Accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or that have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in note 10 of the financial statements.

#### **Income**

Income is recognised when the Charity has entitlement to the funds, any performance indicators attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations are recognised in full in the Statement of Financial Activities when entitled, receipt is probable and when the amount can be quantified with reasonable accuracy. Gift aid receivable is included when claimable.

Grant income is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless the grant relates to a future period, in which case it is deferred.

Membership income is credited to the Statement of Financial Activities when received or receivable, whichever is earlier, and is recognised in full at this point as opposed to deferred across the membership period.

Other income from charitable activities is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless it relates to a specific future period or event, in which case it is deferred.

#### **Expenditure and irrecoverable VAT**

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities.

Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to total direct costs allocated to each

project area, as outlined in note 5 of the financial statements.

Irrecoverable VAT is charged against the category of expenditure for which it was incurred.

### **Tangible fixed assets and depreciation**

All assets costing more than £1,000 are capitalised.

Currently there are no assets held over this limit.

### **Cash at bank and in hand**

Cash at bank and in hand includes cash in hand, deposits with banks and funds that are readily convertible into cash at, or close to, their carrying values, but are not held for investment purposes.

### **Debtors and prepayments**

Trade and other debtors are recognised at the settlement amount after any trade discount is applied. Prepayments are valued at the amount prepaid net of any trade discounts due.

### **Creditors and accruals**

Creditors are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party, and the amount due to settle the obligation can be measured or estimated reliably.

### **Financial instruments**

Basic financial instruments are measured at amortised cost other than investments which are measured at fair value.

### **Critical estimates and judgements**

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The annual depreciation charge for tangible fixed assets is sensitive to changes in useful economic lives and residual values of assets. In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial period.

### **Pensions**

The Charity operates a defined contribution pension scheme which is administered by an external independent pension provider. Contributions are recognised in the Statement of Financial Activities as they fall due.

In the period to 31 March 2020 the Trustees were advised that employer pension contributions for six employees during the period 2016-17 to 2019-20 had been calculated incorrectly and approved an additional liability of £4,200 in these accounts to cover the full known costs. The Trustees were alerted to the issue by Andy Nash Accounting & Consultancy Ltd who took over as CJA's payroll providers as of 1 April 2020. The Pension Regulator was informed and during the financial year to 31 March 2021 all due repayments were made into the individual staff members pension funds with the relevant provider.

**2. Income from donations and legacies**

	<b>Unrestricted funds Year ended 31 Mar 2021 £</b>	<b>Restricted funds Year ended 31 Mar 2021 £</b>	<b>Total funds Year ended 31 Mar 2021 £</b>
Grants			
AB Charitable Trust	7,500	-	7,500
Barrow Cadbury Trust	-	35,000	35,000
Esmee Fairbairn Foundation	52,500	-	52,500
Evan Cornish Foundation	1,333	-	1,333
Hadley Trust	33,750	20,000	53,750
Lloyds Bank Foundation	-	52,510	52,510
Porticus UK	59,992	-	59,992
	<b>155,075</b>	<b>107,510</b>	<b>262,585</b>
Grants			
Donations	170	-	170
	<b>155,245</b>	<b>107,510</b>	<b>262,755</b>

	<i>Unrestricted funds 7 month period ended 31 Mar 2020 £</i>	<i>Restricted funds 7 month period ended 31 Mar 2020 £</i>	<i>Total funds 7 month period ended 31 Mar 2020 £</i>
Grants			
AB Charitable Trust	5,833	-	5,833
Barrow Cadbury Trust	-	30,417	30,417
Erasmus Plus	-	6,823	6,823
Esmee Fairbairn Foundation	20,417	-	20,417
Evan Cornish Foundation	4,667	-	4,667
Hadley Trust	26,250	11,000	37,250
Lloyds Bank Foundation	-	12,199	12,199
Lush Charity Pot	-	3,500	3,500
Porticus UK	19,326	-	19,326
Winston Churchill Memorial Fund	-	1,219	1,219
	<b>76,493</b>	<b>65,158</b>	<b>141,651</b>

**3. Income from charitable activities**

	<b>Unrestricted funds Year ended 31 Mar 2021 £</b>	<b>Restricted funds Year ended 31 Mar 2021 £</b>	<b>Total funds Year ended 31 Mar 2021 £</b>
Membership subscriptions	<b>16,275</b>	-	<b>16,275</b>
	<b><u>16,275</u></b>	<b><u>-</u></b>	<b><u>16,275</u></b>

	<i>Unrestricted funds 7 month period ended 31 Mar 2020 £</i>	<i>Restricted funds 7 month period ended 31 Mar 2020 £</i>	<i>Total funds 7 month period ended 31 Mar 2020 £</i>
Membership subscriptions	<i>301</i>	-	<i>301</i>
	<i><u>301</u></i>	<i><u>-</u></i>	<i><u>301</u></i>

As per the accounting policy on membership subscriptions, membership income is credited to the Statement of Financial Activities when received or receivable, whichever is earlier, and is recognised in full at this point as opposed to deferred across the membership period.

As the membership year falls from April to March, most of the membership income is received and/or invoiced in April to July each year.

Due to the change in accounting period and shorter period represented in the previous set of accounts from 1 September 2019 to 31 March 2020, the membership income therefore looks considerably lower in the prior year set of accounts.

**4. Total expenditure**

	<b>Direct staff costs</b>	<b>Direct other costs</b>	<b>Indirect costs</b>	<b>Total costs</b>
	<b>Year ended 31 Mar 2021</b>			
	£	£	£	£
Raising funds	<b>14,761</b>	<b>14,775</b>	<b>7,860</b>	<b>37,396</b>
Charitable activities				
Policy work	<b>96,739</b>	<b>16,801</b>	<b>30,213</b>	<b>143,753</b>
CJA Awards	<b>5,989</b>	<b>18,011</b>	<b>6,386</b>	<b>30,386</b>
Membership support	<b>16,060</b>	<b>472</b>	<b>4,399</b>	<b>20,931</b>
Charitable activities	<b>118,788</b>	<b>35,284</b>	<b>40,998</b>	<b>195,070</b>
	<b>133,549</b>	<b>50,059</b>	<b>48,858</b>	<b>232,466</b>

	<i>Direct staff costs</i>	<i>Direct other costs</i>	<i>Indirect costs</i>	<i>Total costs</i>
	<i>7 month period ended 31 Mar 2020</i>			
	£	£	£	£
Raising funds	<i>8,377</i>	<i>3,900</i>	<i>3,971</i>	<i>16,248</i>
Charitable activities				
Policy work	<i>40,069</i>	<i>13,093</i>	<i>21,571</i>	<i>74,733</i>
CJA Awards	<i>-</i>	<i>14,706</i>	<i>5,740</i>	<i>20,446</i>
Membership support	<i>2,733</i>	<i>117</i>	<i>1,112</i>	<i>3,962</i>
Charitable activities	<i>42,802</i>	<i>27,916</i>	<i>28,423</i>	<i>99,141</i>
	<i>51,179</i>	<i>31,816</i>	<i>32,394</i>	<i>115,389</i>

An analysis of expenditure on raising funds can be found in note 5.

An analysis of expenditure on charitable activities can be found in note 6.

Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to total direct costs allocated to each project area.

During the prior financial period, the coding structure within the finance system was significantly overhauled to allow for more accurate coding between activities, including separating out charitable activities into the following sub-categories:

- Policy work
- Membership support
- CJA Awards

An analysis of staff costs can be found in note 7.

It was not deemed practical to recode the prior year figures to match this structure, and so the sub-divisions were not included in the prior year accounts, however this year the prior period expenditure figures have been represented to split out between these different subcategories. Total expenditure and the split between expenditure on raising funds and charitable activities remains unchanged.

Indirect costs comprise of the following expenses:

	<b>Total costs Year ended 31 Mar 2021</b>	<i>Total costs 7 month period ended 31 Mar 2020</i>
	£	£
Indirect staff costs	<b>10,762</b>	12,576
Other people costs	<b>3,007</b>	3,343
Professional services	<b>13,109</b>	1,463
Premises and administrations	<b>20,474</b>	13,615
Governance	<b>1,506</b>	1,397
	<b><u>48,858</u></b>	<u>32,394</u>

Governance costs comprise of the following expenses:

	<b>Total costs Year ended 31 Mar 2021</b>	<i>Total costs 7 month period ended 31 Mar 2020</i>
	£	£
Statutory accounts production	<b>1,080</b>	1,080
Independent examination	<b>150</b>	-
Trustee training	<b>276</b>	-
Trustee meeting costs	<b>-</b>	275
Trustee expenses	<b>-</b>	42
	<b><u>1,506</u></b>	<u>1,397</u>

**5. Expenditure on raising funds**

	<b>Unrestricted funds Year ended 31 Mar 2021 £</b>	<b>Restricted funds Year ended 31 Mar 2021 £</b>	<b>Total funds Year ended 31 Mar 2021 £</b>
Direct staff costs	<b>14,761</b>	-	<b>14,761</b>
Direct other costs	<b>14,775</b>	-	<b>14,775</b>
Indirect costs	<b>7,860</b>	-	<b>7,860</b>
	<b><u>37,396</u></b>	<b><u>-</u></b>	<b><u>37,396</u></b>
	<i>Unrestricted funds 7 month period ended 31 Mar 2020 £</i>	<i>Restricted funds 7 month period ended 31 Mar 2020 £</i>	<i>Total funds 7 month period ended 31 Mar 2020 £</i>
Direct staff costs	<i>8,377</i>	-	<i>8,377</i>
Direct other costs	<i>3,900</i>	-	<i>3,900</i>
Indirect costs	<i>3,971</i>	-	<i>3,971</i>
	<i><u>16,248</u></i>	<i><u>-</u></i>	<i><u>16,248</u></i>

**6. Expenditure on charitable activities**

	<b>Unrestricted funds Year ended 31 Mar 2021 £</b>	<b>Restricted funds Year ended 31 Mar 2021 £</b>	<b>Total funds Year ended 31 Mar 2021 £</b>
Policy work			
Direct staff costs	<b>27,573</b>	<b>69,166</b>	<b>96,739</b>
Direct other costs	<b>3,087</b>	<b>13,714</b>	<b>16,801</b>
Indirect costs	<b>14,725</b>	<b>15,488</b>	<b>30,213</b>
Policy work	<b>45,385</b>	<b>98,368</b>	<b>143,753</b>
CJA Awards			
Direct staff costs	<b>4,000</b>	<b>1,989</b>	<b>5,989</b>
Direct other costs	<b>-</b>	<b>18,011</b>	<b>18,011</b>
Indirect costs	<b>6,386</b>	<b>-</b>	<b>6,386</b>
CJA Awards	<b>10,386</b>	<b>20,000</b>	<b>30,386</b>
Membership support			
Direct staff costs	<b>16,060</b>	<b>-</b>	<b>16,060</b>
Direct other costs	<b>472</b>	<b>-</b>	<b>472</b>
Indirect costs	<b>4,399</b>	<b>-</b>	<b>4,399</b>
Membership support	<b>20,931</b>	<b>-</b>	<b>20,931</b>
	<b>76,702</b>	<b>118,368</b>	<b>195,070</b>
	<i>Unrestricted funds 7 month period ended 31 Mar 2020 £</i>	<i>Restricted funds 7 month period ended 31 Mar 2020 £</i>	<i>Total funds 7 month period ended 31 Mar 2020 £</i>
Policy work			
Direct staff costs	<i>23,415</i>	<i>16,654</i>	<i>40,069</i>
Direct other costs	<i>-</i>	<i>13,093</i>	<i>13,093</i>
Indirect costs	<i>13,938</i>	<i>7,633</i>	<i>21,571</i>
Policy work	<i>37,353</i>	<i>37,380</i>	<i>74,733</i>
CJA Awards			
Direct other costs	<i>-</i>	<i>14,706</i>	<i>14,706</i>
Indirect costs	<i>5,254</i>	<i>486</i>	<i>5,740</i>
CJA Awards	<i>5,254</i>	<i>15,192</i>	<i>20,446</i>
Membership support			
Direct staff costs	<i>2,733</i>	<i>-</i>	<i>2,733</i>
Direct other costs	<i>-</i>	<i>117</i>	<i>117</i>
Indirect costs	<i>1,112</i>	<i>-</i>	<i>1,112</i>
Membership support	<i>3,845</i>	<i>117</i>	<i>3,962</i>
	<i>46,452</i>	<i>52,689</i>	<i>99,141</i>

**7. Staff costs**

	<b>Total costs Year ended 31 Mar 2021</b>	<i>Total costs 7 month period ended 31 Mar 2020</i>
	£	£
Gross salaries	<b>126,724</b>	51,380
Employer's NIC	<b>9,002</b>	5,701
Employer's pension	<b>8,585</b>	6,674
	<b>144,311</b>	<b>63,755</b>

The average headcount during the year was 3 persons (7 month period ended 31 March 2020: 2 persons).

One employee received employee benefits between £60,000 and £69,999 (7 month period ended 31 March 2020: NIL).

The total employee benefits paid to key management personnel during the year was £73,805 (7 month period ended 31 March 2020: £41,884).

Employer's pension costs in the prior period included a £4,200 historic liability for an error identified within the amounts paid on pensions prior to 31 March 2020 (see accounting policy note on page 16 for more information).

**8. Debtors and prepayments**

	<b>Total costs Year ended 31 Mar 2021</b>	<i>Total costs 7 month period ended 31 Mar 2020</i>
	£	£
Trade receivables	<b>355</b>	-
Prepayments	<b>2,206</b>	1,187
Rent & IT deposit	<b>4,745</b>	4,745
Other debtors	<b>-</b>	1,000
	<b>7,306</b>	<b>6,932</b>

**9. Creditors – amounts falling due within one year**

	<b>Total costs</b>	<i>Total costs</i>
	<b>Year ended</b>	<i>7 month period ended</i>
	<b>31 Mar 2021</b>	<i>31 Mar 2020</i>
	<b>£</b>	<i>£</i>
Accounts payable	<b>2,230</b>	<i>1,791</i>
Accruals	<b>1,475</b>	<i>1,260</i>
Deferred income	<b>135,607</b>	<i>119,432</i>
HMRC liability	<b>3,850</b>	<i>2,173</i>
Pension liability	<b>816</b>	<i>4,664</i>
	<b>143,978</b>	<i>129,320</i>

Deferred income consists of grant income received in the current financial year for activities happening in the next and is broken down as follows:

	<b>Total costs</b>	<i>Total costs</i>
	<b>Year ended</b>	<i>7 month period ended</i>
	<b>31 Mar 2021</b>	<i>31 Mar 2020</i>
	<b>£</b>	<i>£</i>
Brought forward	<b>119,432</b>	<i>45,751</i>
Amount released to income in year	<b>(119,432)</b>	<i>(45,751)</i>
Amount deferred in year	<b>135,607</b>	<i>119,432</i>
Balance carried forward	<b>135,607</b>	<i>119,432</i>

**10. Analysis of charity funds**

	Balance brought forward Year ended 31 Mar 2021 £	Income for the period Year ended 31 Mar 2021 £	Expenditure in the period Year ended 31 Mar 2021 £	Transfers between funds Year ended 31 Mar 2021 £	Balance carried forward Year ended 31 Mar 2021 £
<b>Unrestricted funds</b>					
General fund	75,192	171,850	(114,098)	-	132,944
<b>Unrestricted funds</b>	<b>75,192</b>	<b>171,850</b>	<b>(114,098)</b>	<b>-</b>	<b>132,944</b>
<b>Restricted funds</b>					
Barrow Cadbury Trust - Connecting for Change	-	35,000	(35,000)	-	-
Barrow Cadbury Trust - PCC round tables	1,948	-	(1,948)	-	-
Erasmus Plus	5,803	-	-	-	5,803
Hadley Trust - CJA Awards	-	20,000	(20,000)	-	-
Lloyds Bank Foundation	5,593	52,510	(58,103)	-	-
Lush Charity Pot	3,050	-	(3,050)	-	-
Winston Churchill Memorial Trust	267	-	(267)	-	-
<b>Restricted funds</b>	<b>16,661</b>	<b>107,510</b>	<b>(118,368)</b>	<b>-</b>	<b>5,803</b>
<b>Total funds</b>	<b>91,853</b>	<b>279,360</b>	<b>(232,466)</b>	<b>-</b>	<b>138,747</b>

**Barrow Cadbury – Connecting for Change**

A three-year grant to support the work of the CJA 'Connecting for Change' strategy for a fair and effective criminal justice system.

**Barrow Cadbury – PCC round table**

A single grant in support of a briefing for Police and Crime Commissioners (PCCs) and PCC election candidates and related launch events at two party conferences.

**Erasmus Plus**

To support CJA participation in the Erasmus Plus Knowledge Exchange partnership on systems-change in criminal justice.

**Hadley Trust – CJA Awards**

Support towards the annual Criminal Justice Alliance Awards.

**Lloyds Bank Foundation**

A three-year grant as part of the Lloyds Bank Foundation Criminal Justice National Programme with a focus on restorative justice and restorative practices; supporting young adult and BAME victims of crime and reparative community sentences.

**Lush Charity Pot**

A single grant in support of our work on stop & search and effective scrutiny and accountability of police powers.

**Winston Churchill Memorial Trust**

In support of an international joint event with the Winston Churchill Memorial Trust on sharing global good practice in criminal justice.

	<i>Balance brought forward 7 month period ended 31 Mar 2020</i>	<i>Income for the period 7 month period ended 31 Mar 2020</i>	<i>Expenditure in the period 7 month period ended 31 Mar 2020</i>	<i>Transfers between funds 7 month period ended 31 Mar 2020</i>	<i>Balance carried forward 7 month period ended 31 Mar 2020</i>
	£	£	£	£	£
<b>Unrestricted funds</b>					
General fund	65,098	76,986	(62,700)	(4,192)	75,192
<b>Unrestricted funds</b>	<u>65,098</u>	<u>76,986</u>	<u>(62,700)</u>	<u>(4,192)</u>	<u>75,192</u>
<b>Restricted funds</b>					
Barrow Cadbury Trust - Connecting for Change	-	20,417	(20,417)	-	-
Barrow Cadbury Trust - PCC round tables	-	10,000	(8,052)	-	1,948
Erasmus Plus	-	6,823	(1,020)	-	5,803
Hadley Trust - CJA Awards	-	11,000	(15,192)	4,192	-
Lloyds Bank Foundation	-	12,199	(6,606)	-	5,593
Lush Charity Pot	-	3,500	(450)	-	3,050
Winston Churchill Memorial Trust	-	1,219	(952)	-	267
<b>Restricted funds</b>	<u>-</u>	<u>65,158</u>	<u>(52,689)</u>	<u>4,192</u>	<u>16,661</u>
<b>Total funds</b>	<u>65,098</u>	<u>142,144</u>	<u>(115,389)</u>	<u>-</u>	<u>91,853</u>

**11. Analysis of net assets**

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total funds</b>
	<b>Year ended 31 Mar 2021</b>	<b>Year ended 31 Mar 2021</b>	<b>Year ended 31 Mar 2021</b>
	£	£	£
Current assets	<b>226,561</b>	<b>56,164</b>	<b>282,725</b>
Current liabilities	<b>(93,617)</b>	<b>(50,361)</b>	<b>(143,978)</b>
	<u><b>132,944</b></u>	<u><b>5,803</b></u>	<u><b>138,747</b></u>
	<i>Unrestricted funds</i>	<i>Restricted funds</i>	<i>Total funds</i>
	<i>7 month period ended 31 Mar 2020</i>	<i>7 month period ended 31 Mar 2020</i>	<i>7 month period ended 31 Mar 2020</i>
	£	£	£
Current assets	204,512	16,661	221,173
Current liabilities	(9,888)	(119,432)	(129,320)
	<u>194,624</u>	<u>(102,771)</u>	<u>91,853</u>

**12. Trustee remuneration**

During the year, no trustee received any remuneration (7 month period ended 31 March 2020: £Nil). No members of the Board of Trustees received reimbursement of expenses for travel to meetings (7 month period ended 31 March 2020: one member totalling £42).

**13. Related party transactions**

During the year there were no related party transactions (7 month period ended 31 March 2020: £Nil).