

# **Criminal Justice Alliance**

## **Annual report and financial statements**

*Year ended 31 March 2022*

Charity number 1143038

Company number 06331413

**Criminal  
Justice  
Alliance**

For a fairer  
& more effective  
criminal justice  
system

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## **Introduction**

In the final year of our 'Connecting for Change' strategy, it has been a time of reflections on what we have achieved, learned, and could build on in the future.

Our external evaluation found we had amplified the voice of our members and built an active model of engagement co-producing an impressive range of reports and consultation responses. It highlighted our communication strengths, as well as our expertise across our workstreams. The evaluator found evidence that our recommendations were starting to be taken on board, for example the College of Policing has adopted our recommendations in our Stop and Scrutinise report in their guidance on community scrutiny; the Ministry of Justice has also accepted our proposals on commissioning services for Black, Asian and minority ethnic victims of crime. The evaluation also found that we successfully utilised windows of opportunity to influence change, such as contributing to the All-Party Parliamentary Group on Restorative Justice and the Ministerial advisory board on women in the criminal justice system. The evaluator found that over the three-year strategic period we had started to take a bolder stand on issues such as race equality and our emerging work on promoting good criminal justice reporting was seen as very important by our members in helping change the public narrative.

Key learning to take forward into the new strategic period included a more transparent process for members to get involved with influencing and providing more opportunities for active learning between members. Members highlighted the importance of working with Police and Crime Commissioners and were keen to see us build our media work and progress plans for supporting leaders with lived experience in the sector. The evaluator was impressed with the quality and quantity of work done with a small team and recommended we increase our staff capacity to continue growing our reach and impact.

We are therefore delighted that at the end of the strategic year we were successful in securing funding to take forward some exciting new projects, including the ELEVATE CJS lived experience leadership programme and a project focused on tackling racial

inequality with new staff to lead this work. Lived experience and race equality are two key strands of our new five-year strategy 'Reimagine, redesign, rebuild: Driving systemic change together' which focuses on achieving long term, sustainable change. We thank our members, staff and trustees for their insights and ideas in co-producing the strategy.

As a Board we have had a busy year as we worked towards achieving Level One Trusted Charity accreditation. We were supported by a mentor to improve our policies and procedures around governance, finance, human resources, and other areas. We saw this as an important foundation which would enable us to grow our impact, strengthen our governance and attract increasing funding for the CJA over the next strategic period. We were delighted to welcome four new trustees, Rachel Allan, Natasha Langleben, Lucie Russell and Nicholas Evans in October 2021 after a skills audit and open recruitment process, bringing further expertise to the Board. We were sad to say goodbye to Nadine Smith, who stepped down after three years on the Board. We are looking to recruit more young adult trustees and Board members with lived experience of the criminal justice system in future. I would also like to extend personal thanks to our Treasurer Carol Hodson and Vice-Chair Lucy Jaffé for their support and advice throughout the year.

The Board have been hugely grateful for the hard work, passion and dedication of the small staff team led by Director Nina Champion. We said goodbye to Amal Ali (Policy Officer) and Jamie Morrell (Communications and Engagement Officer), but welcomed Annette So, our first Deputy Director, and Hannah Pittaway, Senior Policy Officer, who have both contributed enormously. We are also grateful for the work of Lee Cutter and Ashley Rookwood, our two paid Longford Trust interns, supporting our annual awards and policy work.

We would like to thank all our speakers, consultants, funders, partners and members for their support. We look forward to building on the strong foundations we have laid as we begin work on our ambitious new strategy for 2022-27.



Kevin Wong (Oct 24, 2022 14:15 GMT+1)

Kevin Wong

**Chair**

## **Legal and administrative information**

### **Board of Trustees**

Kevin Wong	Chair
Lucy Jaffé	Vice Chair
Carol Hodson	Treasurer
Rachel Allan	(appointed October 2021)
Carolyn Burge	
Kimberley Campbell-Lamb	
Caroline Drummond	
Nicholas Evans	(appointed October 2021)
Natasha Langleben	(appointed October 2021)
Prof. Rodney Morgan	
Tebussum Rashid	
Lucie Russell	(appointed October 2021)
Nadine Smith	(resigned March 2022)

### **Director & Co. Secretary**

Nina Champion

### **Charity registration no.**

1143038

### **Company registration no.**

06331413

### **Registered address**

CH2.26 Chester House  
Kennington Park  
1-3 Brixton Road  
London  
SW9 6DE

### **Independent examiner**

Vanessa Suri  
24 Rowfant Road  
London  
SW17 7AS

### **Accountant**

Andy Nash Accounting & Consultancy Ltd  
Units 24 & 25  
Goodsheds Container Village  
Hood Road, Barry  
CF62 5QU

### **Principal bankers**

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

### **Solicitors**

Russell Cooke Solicitors  
2 Putney Hill  
London  
SW15 6AB

## 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 2022. 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 Criminal Justice Alliance (CJA) are to promote the reduction and prevention of crime, the rehabilitation and (so far as it is exclusively charitable) welfare of those with convictions, their 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 network 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 182 members (including three associate members). A full list of current members can be found on our website: <https://www.criminaljusticealliance.org/members/>.

### Principal activities of the year

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

CJA membership has grown with increased expertise, member engagement and influencing power. Our external evaluation report concludes:

*'CJA built an active model with notable strengths in its communications work, with good evidence that we had co-produced resources with members. Member influencing grew, with a notable bias towards national networking opportunities.'*

In addition, CJA was identified as a 'critical friend' and 'champion of change' which leads the way on criminal justice reform. The evaluation also found that we had amplified the voices of over 30 small organisations in our policy work, and that our communication efforts helped members feel part of a bigger change network and understand the broader criminal justice system.

We have continued to hold events for our members across England and Wales, mostly online given the Covid restrictions in place. These provided a platform for learning and sharing of experiences and expertise, as well as hearing from influential stakeholders such as the President of the Law Society, Police and Crime Commissioners (PCCs) and members of the House of Lords. Topics have included race inequality, restorative justice, mental health, the future of policing and employment and family relationships for people in and leaving prison.

We also convened various expert groups throughout the year giving members an opportunity to contribute their experiences and ideas to inform our policy work and co-produce our briefings and consultation responses. Our expert groups cover issues such as lived experience, remand, research, PCCs and restorative justice. For example, in February 2022, we co-produced a briefing, 'Purpose and Connection', with over 25 members, in advance of the publication of the Prisons White Paper, which included a focus on families and employment. We also drew on contributions to our members meeting on this topic where we heard from the authors of two landmark reviews, Dame Sally Coates and Lord Michael Farmer, as well as from CJA members working in this area. We responded to the White Paper consultation and contributed to roundtable meetings with the prisons minister highlighting our disagreement with prison expansion plans and lack of focus on tackling racial inequality, whilst providing sensible solutions to improve outcomes for people in and leaving prison, and their families.

Ahead of the delayed Police and Crime Commissioners (PCC) elections in May 2021, we worked with our PCC expert group to expand and re-launched our 'Public Safety, Public Trust' briefing, highlighting the main challenges facing the criminal justice system, and providing practical solutions for PCCs including new sections on recovery from COVID-19 and tackling race inequality. We also held an event exploring how community organisations can work with PCCs to tackle race inequality. The updated briefing also called on newly elected PCCs to encourage local employers to offer job opportunities to people leaving prison; create developmentally appropriate responses to young adults and increase access to victim services including restorative justice.

Further details of the briefings and consultations can be found below in section [3].

## 2. CJA Awards and Media Awards

We held our seventh annual CJA Awards and fourth Media Awards in November 2021. The awards were held virtually again due to the pandemic and the Youtube recording has received over 900 views.

The CJA Awards continue to provide an opportunity to share good practice solutions and build solidarity within the criminal justice sector. The awards increasingly focus on individuals and organisations who can demonstrate they have worked towards achieving systemic, long-term change. Positive feedback has been received from the attendees:

*'The Awards raises the profile of all organisations mentioned. The recognition of hard work inspires and motivates change.'*

Two new categories were introduced this year honouring the legacies of Saskia Jones and Jack Merritt to recognise outstanding individuals who support victims of crime and work towards tackling racial inequality in the criminal justice system.

The Media Awards have gone from strength to strength. As a result, we have increased our network of journalists from across print, TV, radio and digital media. We continue to promote and encourage more nuanced, sensitive and constructive media reporting on criminal justice, with the aim of changing the narrative and increasing public understanding. The launch of our report with guidance on constructive criminal justice reporting, 'Behind Closed Doors', coincided with our Media Awards. The guidance and the Media Awards provide a benchmark for the industry and finalists gain valuable credibility with a sector who can often mistrust the media due to previous poor reporting experiences.

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

We have continued to influence policy makers and commissioners through responding to policy consultations from the Home Office, Ministry of Justice (MoJ), Select Committees and All-Party Parliamentary Groups (APPGs), co-produced with our members. We have also contributed to a growing number of advisory groups, including the HMPPS Lived Experience Engagement Network, SAFESOC advisory board on prison regulation, MoJ Female Offender Minority Ethnic Working Group (FOME), MoJ ministerial Advisory Board for Female Offenders (ABFO), advisory group for the All Party Parliamentary Group on Restorative Justice (APPGRJ), Reducing Reoffending Third Sector Advisory Group (RR3) on Covid, External Reference Group (ERG) for the Metropolitan Police on building trust and confidence, advisory group on HM Inspectorate of Prisons thematic on Black men in prison and ERG on race and policing for HM Inspectorate of Constabulary.

Some of the key highlights are detailed below.

### a. Effective Scrutiny and Accountability

- **Police, Crime, Sentencing & Courts Bill (PCSC Bill):** We led the co-ordination of a coalition of alliances and specialist organisations to respond to the PCSC Bill. A joint open letter was submitted to the Prime Minister, highlighting concerns that the Bill will entrench racial inequality. We also co-wrote a briefing reviewing the Equality Impact Assessments, gave oral evidence to the Public Bill Committee and contributed to roundtable discussions with the Justice Secretary. We helped co-ordinate a petition, produced explainer videos, and published a joint op-ed emphasising the need for smarter, not harsher sentencing. We organised an online event for Peers highlighting our concerns and supported the development and promotion of amendments on Serious Violence Reduction Orders (SVRO) and on the repeal of s.60 suspicion-less searches which disproportionately impact Black young adults. Some concessions were successfully secured regarding the SVRO pilot and the amendment on s.60 helped amplify cross-party concerns about the power and the lack of transparency regarding its use. Our PCSC Bill work received wide media coverage and raised the profile of racial inequality in the criminal justice system within the sector, parliamentarians and the public. It also gave us greater insight into the use of equality impact assessments and the need for improvements in this area. For example, there is a lack of government focus on the cumulative negative impact of policies that may indirectly discriminate against Black, Asian and minority ethnic groups.

- **Section 60 stop-and-search police powers:** In May 2021, we submitted a super-complaint, calling for s60 (suspicion-less stop & search powers) to be repealed and for more effective scrutiny of all stop & searches. The Independent Office for Police Conduct, College of Policing and Her Majesty's Inspectorate of Constabulary are now conducting a thorough investigation. We provided feedback on the proposed methodology, as well as contacts for community organisations and individuals they could interview. Our report 'More Harm Than Good' raised the profile of the importance of scrutiny of police powers. Since its publication we have been contacted by the media, police forces and the Home Office to discuss our concerns and inform plans for improved scrutiny mechanisms. The recent Commission on Race and Ethnic Disparities (CRED) quoted our 'Stop & Scrutinise' report (2019). The government's response drew on our good principles of effective scrutiny and on evidence from our 'No Respect' report (2017). We also contributed to a working group run by the Mayor's Office for Policing and Crime (MOPAC) which led to the development of the Mayor of London's Action Plan 'Transparency, Accountability and Trust in Policing'. The Plan quoted our reports and MOPAC have since improved how community scrutiny panels in London access body worn video, in line with our recommendations.

In July 2021, the government published its 'Beating Crime Plan', which permanently relaxed conditions around the use of s60. We criticised the decision and its lack of transparency in an open letter, calling for the government to publish an updated Equality Impact Assessment, along with the evaluation of the s60 pilot scheme launched in 2019 which removed safeguards to the use of this power. We subsequently made Freedom of Information (Fol) requests for the release of findings of the s60 pilot scheme. Our Fol request for the release of findings and further request an internal review of the decision were both denied. We continue to request for publication of the evaluation through escalating the complaint with the Information Commissioner's Office. Our work has received media attention and the refusal to publish the s60 pilot findings was referred to during a House of Lords debate on the PCSC Bill which helped secure amendments to legislation on the proposed SVRO pilot.

- We worked with the Independent Custody Visitors Association (ICVA) and the Independent Monitoring Board (IMB) on collaborative projects to improve monitoring of race and gender issues in police and prison

custody and to increase the representation of their volunteers from Black, Asian and minority ethnic communities:

- 'Just Visiting' was published in December 2021. The report explores the effectiveness of independent custody visitors at monitoring race and equality in police custody. The findings indicated that a small number of custody visitors lack understanding of institutional racism and discrimination, and there is a need for custody visiting schemes to be more racially diverse to better reflect the people detained in police custody. The report also found a range of systemic barriers preventing custody visitors from monitoring race and gender equality effectively. Based on the findings of the report, ICVA has since published a race action plan to address many of the issues highlighted in the report and we will continue to work with them and other stakeholders, such as the Home Office and Police and Crime Commissioners, to promote and implement the recommendations.
- Towards Race Equality is a joint three-part project between the CJA and Independent Monitoring Boards (IMB), aimed at improving outcomes for Black, Asian and minority ethnic women held in prisons across England. The project included a survey of over 260 Black, Asian and minority ethnic and foreign national women in prison, which was co-produced with those with lived experience and translated into eight most common foreign languages spoken by prisoners across the women's estate at the time; a survey of HMPPS equality managers in women's prisons in England; as well as a survey of IMB members. The three reports were jointly launched in April 2022. The joint findings stand as a powerful testimony of the lived experiences of Black, Asian and minority ethnic women in custody and point to the urgent need to reinvigorate equalities work within prisons, train and support all staff to understand the specific issues for different cohorts of women; ensure that data is collected, analysed and acted on; and respond effectively to allegations of discrimination, with the assistance of specialist organisations. The report attracted media attention including BBC Radio 4 Woman's Hour.

- Further to our work with the MoJ Race Disparity team, guidance has now been issued for PCCs on commissioning services to meet the needs of Black, Asian and minority ethnic victims of crime along with an accountability framework. A new Female Offender Minority Ethnic Working Group (FOME) was formed by the MoJ, in part because of our influence on the ministerial Advisory Board for Female Offenders where we advocated for an increased focus on this part of the Female Offender Strategy. We influenced the FOME terms of reference and continue to provide advice and challenge through regular meetings. We also worked on a joint solution-focused project to identify actions to improve outcomes for Black, Asian and minority ethnic women in the criminal justice system. A ten-point action plan, 'Tackling Double Disadvantage' was published in January 2022, and we met with the IMB, Prisons and Probation Ombudsman and the Ministry of Justice to promote the recommendations.

**b. Fit for purpose and diverse workforce**

- Several recommendations from our 'Change from Within' report have been accepted: the Going Forward into Employment (GFIE) scheme has widened their recruitment criteria to include more people with lived experience into the criminal justice workforce, including people on licence. Regular meetings have been held, and the report discussed, with the MoJ, HMPPS and GFIE, and the probation workforce team along with our lived experience expert group. We welcomed the recruitment of a lived experience lead in the HMPPS team and the commitment from the Ministry of Justice to recruiting 200 people with lived experience into the probation service. We have also continued to regularly contribute to the HMPPS Lived Experience Engagement Network.
- In January 2022, we launched our new ELEVATE CJS (Elevating Lived Experience Voices, Advocacy, Training and Expertise in the Criminal Justice System) leadership programme. The objective of this unique and intensive London based pilot programme is to enable and encourage progression routes into senior positions for emerging lived experience leaders within the criminal and social justice sectors. The extensive and comprehensive co-production process included peer interviews by our Longford Trust intern with those with lived experience, regular consultation with our lived experience expert group, as well as scoping and drawing on the learnings from other leadership programmes and international good practice. The pilot will run for 30 months and will benefit at least 40 emerging leaders

and 40 employers who will be supported to offer work placements and develop inclusive senior leadership teams and workplace cultures. The project will be externally evaluated and learnings and resources will be shared widely with the sector. The response to the launch has been very positive, with other regions including Birmingham, Leeds and Cardiff also expressing an interest.

- We have continued our work exploring solutions to a more racially diverse criminal justice workforce drawing on focus group discussions and interviews with key stakeholders. We have made recommendations in various reports and consultation responses, and a specific briefing on this issue is due to be published in autumn 2022.

**c. A restorative criminal justice system**

- In June 2021, we joined the advisory board for the newly launched All Party Parliamentary Group on Restorative Justice. The APPGRJ launched an inquiry into the current state of restorative justice and practices across a range of criminal justice settings, as well as other settings such as schools. The CJA acted as an umbrella body to ensure that the voices of smaller, specialist organisations working in restorative justice/practice were heard. We were guided by our restorative expert group on the terms of reference for the APPGRJ's initial inquiry and secured the inclusion of several inquiry questions focusing on protected characteristics and service user involvement as a result. We collaborated with the Restorative Justice Council (the other 'umbrella body' on the APPG Advisory Group) and held a series of focus group discussions to gather insights to inform our responses to the inquiry. This collaborative approach enabled us to harness the breadth of the CJA criminal justice expertise, with the depth of the RJC's restorative expertise. As well as written evidence, we also gave oral evidence to the APPGRJ in July 2021 alongside a restorative practitioner who works with the police and in prisons and someone with lived experience of restorative justice. The inaugural report was published in September 2021 and included many of the recommendations we had put forward, including the need for a national action plan for restorative justice. As the APPGRJ is chaired by a Conservative MP the report can be promoted directly to the government by their own party, as well as helping secure cross-party support from other parliamentarians involved. We also published a briefing and held an online event for Peers to promote our amendment to the PCSC Bill, in partnership with CJA member Why Me?, to



increase the use of restorative justice through a national action plan. Although the amendment was withdrawn, it helped to raise awareness of restorative justice with Peers and built a coalition of support with parliamentarians and other stakeholders, including the Victims' Commissioner and Police and Crime Commissioners, which we hope will be useful in advance of the forthcoming Victims Bill, where we will seek the inclusion of a similar clause.

- We also co-produced a response to the Victims Bill consultation in February 2022, setting out measures to improve access to restorative justice and specialist services for young adults and Black, Asian and minority ethnic people who have been victims of crime. We have also contributed to Victims' Commissioner's working group on restorative justice with a focus on equality issues. We conducted a survey of victims' hubs about data they collected on victims' protected characteristics and presented the findings and recommendations at the national victims' conference in February 2022. This work will help inform our forthcoming work influencing the proposed Victims Bill as it makes its way through parliament in 2022.

#### **4. International exchange: System-change knowledge exchange partnership**

In partnership with RUBIKON Centrum (Czech Republic), Restorative Justice Nederland (Netherlands), and EDUKOS (Slovakia), we are conducting a project looking at best practices and systemic change of the criminal justice system - from a punitive to a more restorative approach. Two fieldtrips were conducted in the year - Czech Republic (August 2021) and Slovakia (March 2022). We also hosted a delegation visit to the UK in November 2021. We held a film screening of a short film by the Incarcerations Nations Network and panel discussion on lived experience leadership, including panelist from Just Leadership USA; a session on framing criminal justice communications and an event on the role of alliances in influencing criminal justice policy. We also visited The Social Pantry to learn more about its work supporting people leaving prison into employment, in partnership with Switchback, and the Koestler Arts annual art exhibition by people in prison and on probation. We used this opportunity to reflect more deeply on systemic change to influence the development of our strategy for 2022-27.

## **5. Organisational Development**

### *Staff*

Two new members of staff have joined the CJA this year: Deputy Director (May 2021), Senior Policy Officer (Oct 2021). We will also be joined in early 2022-23 by an Equalities Policy Officer, a Project Manager and Project Officer with lived experience to lead ELEVATE CJS, and a part-time Finance Administrator. These new roles are crucial to building the sustainability and capacity of the organisation, enabling us to grow our reach, profile and impact.

### *Lived experience internship programme*

We have been pleased to continue our partnership with the Longford Trust, supporting people who are studying for a degree after they have left prison. We offered paid placements to two interns this year which provides vital work experience and networking opportunities to support their career progression. They have provided valuable additional capacity and expert insights to inform our work.

### *Monitoring and evaluation*

An independent external evaluation of the CJA has been completed drawing on insights from over 100 members and stakeholders. We have taken forward the recommendations in our new five-year strategy for 2022-2027, with a focus on driving long-term, systemic change in the criminal justice system. Some of the key findings include:

- We have amplified the voices of over 30 small organisations in our policy work.
- CJA has built an active model of member engagement with good evidence that we had co-produced resources with members.
- We had notable communication strengths which helped members feel part of a bigger change network and understand the broader criminal justice system.
- We had successfully pivoted to urgently respond to the pandemic, with four in five members agreeing that our focused work, including the publication of the Routes to Recovery and Responding Restoratively to COVID-19 reports, was valuable and with HMPPS stating 'you are a mirror for us, and you give us a fresh perspective'.

We will build on the foundations set over the last three years, drawing on what we have learned and implementing many of the recommendations and ideas suggested in the evaluation. For example, working with an external evaluator, we will develop new real-time evaluation tools to measure our impact and we will commission independent

external evaluations of different aspects of the new strategy, including ELEVATE CJS and our race equality work.

#### *Quality improvements*

We have obtained Level One Trusted Charity accreditation, following a year-long process to strengthen our governance, financial management and impact measurement. We would like to thank our mentor Sue Newbury and Lloyds Bank Foundation for their support. We have also obtained Living Wage Employer accreditation.

#### *Digital technology and communications*

Our new website was launched in March 2021. It is increasingly a go-to resource on criminal justice issues as the number of visitors to our website has doubled over the last year. Our social media presence has also increased, thereby strengthening our engagement with members and other key stakeholders, as well as disseminating our work widely to a varied audience. We are exploring options to introduce a CRM to support our member and stakeholder management processes.

We have also continued to hold meetings, expert group consultations and policy forums online. The use of technology has enabled us to increase the volume of engagement with members beyond London. As restrictions ease, we will move towards a hybrid model of interactive in-person events to promote networking and connections, as well as continuing to hold online meetings to increase accessibility.

Taking on board suggestions from our research expert group, we have developed our weekly member bulletins to include a bi-monthly research bulletin, highlighting the latest evidence and national and international research to inform policy and practice. We have also introduced a bulletin for supporters of the CJA and continue to build on the 'Meet the Member' series of blogs.

### **Looking ahead: our plans for 2022-2023**

Over the next year, we will build on our existing successful work and the momentum created. We will continue to articulate and promote the sector's vision of a fair and effective criminal justice system to policy makers, commissioners and the public. We will focus on a number of pro-active targeted policy projects on issues including community safety, reform of drug policy, remand, improving family ties and employment support for people leaving prison and restorative justice and practices.

We will continue to co-ordinate collaborative working to build a sector-wide shared understanding of systemic change. For example, we will launch the CJA Connections Club, a series of monthly events aimed at

breaking down silos and sharing learning, through organising site visits and groups discussions about criminal justice themed books, films, podcasts and theatre. We also plan to host the first annual CJA Research Symposium to bring together academics, members and people with lived experience to explore how we can achieve a more trusted criminal justice system.

Building on our work on constructive criminal justice journalism, we will work with the National Union of Journalists and universities to develop guidance and other resources for journalists and trainee journalists. We will support the sector's use of new communication tools, including the dissemination of the latest research findings from Frameworks UK.

We also look forward to implementing two new programmes:

- **Tackling Racial Inequality:** focusing on better understanding and adherence to the Public Sector Equality Duty and better-quality Equality Impact Assessments; and,
- **ELEVATE CJS:** our new lived experience leadership programme, to support career progression for people with lived experience and support for employers to develop inclusive workplace practices.

We will continue to strengthen our governance and oversight mechanisms. In the coming year, we plan to update our Memorandum and Articles to ensure they reflect our current practices and values. We will also develop processes to recruit new trustees and further increase our Board diversity with a focus on increasing the number of young adults, people from Black Asian and minority ethnic communities and people with lived experience of the criminal justice system. We also intend to set up an independent Fundraising Advisory Group to help us reach our ambitious fundraising targets to further grow our capacity and impact as we focus on driving systemic change in the criminal justice system.

### **Funders**

We are hugely grateful to the AB Charitable Trust, Allen Lane Foundation, Barrow Cadbury Trust, Esmée Fairbairn Foundation, The Hadley Trust, Lloyds Bank Foundation, and Porticus UK, for their support during the year.

We are also thrilled to secure commitments from the Baring Foundation to support our Tackling Racial Inequality project; and Trust for London, Lloyds Bank Foundation and the Pocressi Initiative to support our ELEVATE CJS programme in 2022 and beyond.

## **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 Annual General Meeting or appointed between meetings by co-option. Trustees delegate day-to-day running of the charity to the Director and Deputy Director who report on operational performance through the Chair and financial performance through the Treasurer to the Board. Financial and fundraising reports are considered at each Board meeting. A Risk Register and Balanced Scorecard noting progress against the CJA business plan are also regularly considered by Trustees.

The Board currently has two permanent sub-committees:

- Finance and Resources Committee
- Policy and Communications Committee

All sub-committees operate under terms of references approved by the Board. This year we have also had time limited 'task and finish' groups on membership, Trusted Charity and strategy development. Trustees have also played a role in recruitment, chairing members meetings and providing a final peer review for CJA publications.

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

The Board of Trustees may appoint new Trustees 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 2022 are set out in the attached financial statements. Total incoming resources for the year were £333,380 (2021: £279,360). Expenditure for the year was £272,570 (2021: £232,466). The surplus for the year was thus £60,810 (2021: £46,894).

Fund balances carried forward at 31 March 2022 totalled £199,557 (2021: £138,747), of which £187,177 were unrestricted as to use (2021: £132,944).

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 hold unrestricted reserves sufficient to cover not less than four months' anticipated expenditure and aim to increase unrestricted reserves to six months in due course. Year-end reserves of £187,177 comfortably represents more than four months' committed future 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 12 September 2022 and signed on its behalf by:



Kevin Wong (Oct 24, 2022 14:15 GMT+1)

Kevin Wong

**Chair**



Carol Hodson (Oct 24, 2022 14:52 GMT+1)

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 2022 which are set out on pages 13 to 26.

### **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:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or,
- the accounts do not accord with those records; or,
- 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,
- 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: 12 September 2022

24 Rowfant Road  
London  
SW17 7AS