

Criminal Justice Alliance

Annual report and financial statements

Year ended 31 March 2023

Charity number 1143038

Company number 06331413

**Criminal
Justice
Alliance** For a fairer
& more effective
criminal justice
system

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INTRODUCTION

We are pleased to present this Criminal Justice Alliance (CJA) Trustees' Report which highlights the organisation's key achievements in 2022-2023. As elaborated in the pages that follow, in April 2022, we launched our first five-year strategy, Reimagine, redesign, rebuild: Driving systemic change together. The activities that we detail show how we operationalised the first year of our new strategy, working closely with our members and wider criminal justice stakeholders to address the barriers to systemic change in the criminal justice system. Our thanks go to the contributions of our members, funders, staff and fellow trustees.

Nick Linfoot
Acting Chair of the Board of Trustees

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INFORMATION

Trustees:

Chair Kevin Wong (resigned 21 September 2023)
Nick Linfoot (Trustee from 1 September 2023, Acting Chair from 21 September 2023)

Vice Chair Lucy Jaffé (up to 11 May 2022)
Coralyn Burge (from 12 May 2022)

Treasurer Carol Hodson

Rachel Allan
Kimberley Campbell-Lamb (resigned 16 May 2022)
Caroline Drummond (resigned 1 August 2022)
Nicholas Evans
Stuart de Boos (appointed 1 July 2023)
Jason Grant- Rowles (appointed 1 September 2023)
Frances Lang (appointed 1 July 2023)
Natasha Langleben (resigned 20 December 2022)
Rod Morgan
Tebussum Rashid (resigned 17 November 2022)
Lucie Russell
Alex Stevens (appointed 1 September 2023)

Director Nina Champion resigned 30 September 2023
Annette So – Interim Director from 30 September 2023

Charity number 1143038

Company number 06331413

Registered Office & Business Address	CH2.26 Chester House Kennington Park, 1-3 Brixton Road London SW9 6DE (from 24 August 2022)	V111 Vox Studios, Durham Street, London SE11 5JH (up to 23 August 2022)
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Bankers	Co-operative Bank plc Blaise Pascal House 100 Pavilion Drive Brackmills Northampton NN4 7WZ	CAF Deposit Platform Flagstone Investment Management Limited 1 st Floor, Clareville House 26-27 Oxendon Street, London SW1Y 4EL
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Solicitors Russell Cooke Solicitors
2 Putney Hill
London
SW15 6AB

Independent Examiner Braant Accounting
20-22 Wenlock Road
London
N1 7GU

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TRUSTEES' ANNUAL REPORT

The trustees present their report and financial statements for the year ended 31 March 2023. The Criminal Justice Alliance (CJA) is a company limited by guarantee incorporated in August 2007. In July 2011 it became a registered charity.

Objectives

The principal aims of the CJA are to promote the reduction and prevention of crime, the rehabilitation and the welfare of those with convictions, so far as it is exclusively charitable, their families and dependants. The charity promotes or assists in the promotion of the sound administration of the criminal justice system. The 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 to achieving a fairer and more effective criminal justice system in accordance with our charitable objectives. In January 2023, we introduced our academic membership to include individual academics and researchers working on criminal justice issues following a suggestion from our research expert group. At the end of the reporting year, we had 173 members (including seven associate members). A full list of current members can be found on our website: <https://www.criminaljusticealliance.org.uk>.

Principal activities of the year

1. **Articulating a shared vision for change – a Safe, Smart, Person-Centred, Restorative and Trusted criminal justice system**

Influencing through co-producing consultation responses

This year we influenced policy through co-producing ten policy consultation responses with our members, including to the Home Office, Ministry of Justice (MoJ), Select Committees and All-Party Parliamentary Groups (APPGs). The consultations covered a range of issues such as remand, restorative justice, sentencing, victim support and drug policy. Our Director also gave evidence to the Justice Select Committee on the prison workforce.

Many of our recommendations were taken on board. The Justice Select Committee agreed that there is an urgent need to scale up court-based Bail Information Services (BIS) to ensure people are not sent to prison unnecessarily. The MoJ has also now included the need for BIS in the Female Offender Strategy and delivery plan. The Justice Select Committee also accepted our recommendations in relation to the draft Victims Bill to ensure better access to restorative justice, appropriate services for racially minoritised victims and improved complaint mechanisms. We continue to work with our members to prepare briefings and amendments for when the Bill comes to parliament to secure the changes we want to see.

'The principles are too weak as drafted... The Criminal Justice Alliance highlighted that key entitlements that are included in the full Code [...] are not reflected in the four principles.'

'Even without having to make a complaint through an MP, the Criminal Justice Alliance caution that the role of the PHSO in the complaints system is poorly understood by victims, with many unaware of how to navigate the procedure.'

Extracts from Justice Select Committee Pre-legislative scrutiny of the draft Victims Bill (October 2022)

We responded to the draft Police Race Action Plan published by the National Police Chiefs' Council and College of Policing, highlighting our concerns that the Plan overlooked Black detainees' experiences of police custody and Black women and girls' experiences of policing, which are areas that they are now looking to incorporate.

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Influencing through our super-complaint

We have continued to work with the organisations investigating our super-complaint on s60 suspicion-less searches and community scrutiny of stop and search. As a result of our complaint, His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and the College of Policing have conducted in-depth research across a range of police forces across the country to understand the problem and will report on their findings and make recommendations for change in summer 2023.

'Our investigation assesses whether the police application of their powers under section 60 CJPOA and the scrutiny of all stop and search powers, is fair, consistent, effective, and transparent. Our aim is to ensure that the outcomes of the investigation will provide learning to improve police practice and the service to the public.'

Susan Wilcox, Super-Complaints Lead, College of Policing, July 2022

Influencing through advisory groups and events

We contributed to a growing number of advisory groups across the criminal justice system, including:

- All Party Parliamentary Group on Restorative Justice and External Reference Group for the Metropolitan Police on building trust and confidence.
- His Majesty's Inspectorate of Prisons on their thematic on Black men in prison
- HMICFRS External Reference Group on race and policing
- His Majesty's Court and Tribunal Service Defendants Voice Engagement Panel
- His Majesty's Prison and Probation Service Lived Experience Engagement Network
- MoJ Female Offender Minority Ethnic Working Group
- The Victims' Commissioner Working Group on Restorative Justice

Through these groups we have been able to challenge, critique and contribute ideas and solutions at an early stage as policies and practical guidance are being deliberated and formulated. Our Director also spoke at an event at the Conservative Party Conference, contributed to The Labour Party Review of the Criminal Justice System about prevention of crime and reducing reoffending, and presented at the Victim Services Annual Conference.

Influencing through key stakeholders

We advocated for more effective support for people in and leaving prison to gain employment and maintain family ties by working with a range of stakeholders from Police and Crime Commissioners to businesses. We responded to the Children's Commissioner's Family Review and secured her support to promote and protect children with parents in prison. We also worked with think tanks (The Fabian Society and Centre for Social Justice) to promote innovation in supporting parents in prison and their children. In addition, we connected our members with the newly formed Employment Advisory Boards in prisons, contributed to the development of an Employer's Charter as part of the Fair Chance Business Alliance and supported campaigns for criminal record reform and greater access to technology in prison. We were also delighted to work with a dedicated group of MBA students from Central St. Martins and Birkbeck University as they designed innovative solutions to support people leaving prison into employment.

2. Co-ordinating collaborative working

Strategy 2022-2027

We launched our ambitious five-year strategy for 2022-2027, Reimagine, redesign, rebuild: Driving systemic change together in April. CJA members gathered in person for the first time since the pandemic and gained an understanding of how each of their organisations fit into the criminal justice eco system. They also learnt about the ripple effects of policy and practice from one part of the system on another, and across the sector. It highlighted why our new strategy prioritises facilitating collaboration and breaking down silos so we can better map and understand the system, identify opportunities and levers and work more effectively to bring about systemic change together.

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'There was a great buzz when I arrived at the CJA conference. I hopped into a session on anti-racism which was compelling.'

'The restorative justice discussions was amazing, and really eye opening.'

'I really loved the workshops; it was good to break out and deep dive.'

'The level of optimism and drive for change in the room was fantastic. The feeling that this is an ambitious and achievable strategy.'

CJA strategy launch participants, April 2022

CJA Awards 2022

We held our eighth CJA Awards and fifth Media Awards in Birmingham in November with 80 change makers from across the criminal justice sector and the media in attendance. The Awards continue to provide an opportunity to share good practice solutions and build solidarity among the criminal justice sector. The awards celebrate and recognise individuals and organisations who demonstrate they have worked towards achieving systemic, long-term change. This year's prestigious winners included Pragna Patel (Southall Black Sisters) and Richard Taylor OBE (Damilola Taylor Trust).

'I don't think there is any other organisation that is recognised for the way it collaborates with so many criminal justice organisations, to bring them together to help achieve the common goal of changing people's lives.'

'It was amazing to see all of the fantastic work taking place by individuals and organisations to make the criminal justice system and world better.'

'The awards opened my eyes to a whole network of organisations and campaigns which I didn't know about, which I will turn to in future programming.'

'To be in that room with so many amazing activists, doing work day in and day out fighting for justice, is so special.'

CJA Awards 2022 attendees, November 2022

Academic membership and research symposium

In early 2023, we introduced a new academic membership category to enable greater collaboration and shared learning between policy, practice and research. We held our inaugural research symposium on the theme of a 'trusted' criminal justice system in partnership with the University of Westminster in March 2023.

'I know I'm one of many that felt this was the best event they had been to for a while in terms of connections and interaction.'

'Thanks for putting together such a vibrant and stimulating symposium last week - a very promising start, indeed and a model for others to follow.'

'I really enjoyed the two provocation panels in the morning. Great idea and the variety of speakers added strength to both panels. My colleagues from the CPS and the Police were delighted to be there and enjoyed delivering the workshop session.'

CJA Research Symposium participants, March 2023

Erasmus knowledge-exchange programme

In partnership with RUBIKON Centrum (Czech Republic), Restorative Justice Nederland (Netherlands), and EDUKOS (Slovakia), we completed a project focusing on best practices and systemic change of the criminal justice system - from a punitive to a more restorative approach. Two field trips were conducted in the year- Netherlands (May 2022) and Czech Republic (August 2022). The learning visit in August 2022 concluded our two-year project - we facilitated a workshop on using system mapping to draw together our learnings from the programme visits. Our partners also joined our Annual General Meeting in November and shared good practice that we encountered during the project. We have taken inspiration from public outreach events that our partners have held, including Writing on the Wall and Yellow Ribbon Run and are excited to be bringing these events to the UK.

3. Changing narratives

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 Media Awards held in November further celebrated and promoted solution-focused journalism, digital media and documentaries. Winners included the documentary 'Two daughters' focusing on police failings after the murder of Bibaa and Nicola Smallman in London, the podcast 'Second Chance' by Raphael Rowe who spent twelve years in prison before his conviction was overturned, and Greg McKensie who works to change the narrative about young people with convictions through his media work and his social enterprise. We remembered Eric Allison, who, after leaving prison, dedicated his life to being an activist journalist, to shine a light on prison conditions and people who have died in custody.

We were also delighted to support Frameworks UK with developing their new research, Bridges from prison: a communications toolkit for making the case for jobs and relationships. The report explores how the public tend to think about people in and leaving prison, and how to build understanding and support for employment opportunities and supportive relationships. We also supported disseminating, role modelling and promoting the use of framing, across the sector, in the media and supporting people with lived experience of the criminal justice system.

'The CJA Media Awards are incredibly important to highlight untold and unheard stories and voices.'

'The Frameworks workshop showed me the power of words, that I need to let my voice be heard and how to focus on solutions when I tell my story.'

Participants at CJA Media Awards and CJA events on framing, 2022

4. Promoting power sharing

We were excited to launch our ELEVATE CJS lived experience leadership pilot programme, inspired by Just Leadership USA, which we peer researched and co-designed with our Lived Experience Expert Group over the past four years. We launched the London-based programme in May 2022 at the Ritzy Cinema in Brixton, screening a short film called 'Those closest to the problem are closest to the solution', followed by a powerful panel discussion.

'We need lived experience leaders who can challenge the system credibly...we don't want to be spoken for, we want to speak for ourselves.'

'Having lived experience leaders in positions of power and influence means richer and more dynamic conversations, which results in better decision making overall when our voices are heard at every step.'

Participants and panelists at the ELEVATE CJS launch event, May 2022

We held a taster day and applications for the first cohort opened in the Autumn, followed by interviews in December. An introductory dinner was held in January 2023 to mark the start of the cohort and the participants attended an inspiring and thought-provoking residential weekend in February 2023 led by experienced restorative facilitators. They were joined by our ELEVATE CJS Advisory Group, as well as Romarilyn Rolston, an alumna of Just Leadership USA.

The programme is based on the Leadership for Social Change model and adopts an inclusive and trauma-informed approach. Participants take part in weekly online workshops and monthly in-person Saturday sessions, covering a range of topics including: awakening the leader within, 'doing your story justice', policy and campaigning. We are delighted to have secured a partnership with the University of Westminster to support the action research element of the programme. The programme also includes coaching (provided by Spark Inside) and clinical supervision provided by a therapist.

'I thrived and was able to take a deeper look at my whole being. I was challenged to not only be a leader but a change maker, innovator and history making leader.'

'The power of healing and developing in a safe space is important. Being surrounded by brave people gave me permission to own my story and full permission to be great.'

'That before we become leaders we have to face all of the troubling past that haunts us or we try to hide, because becoming a leader there will be a lot of secondary trauma we may face and we need to understand our triggers, coping mechanisms, and how we face adversity with integrity, so when we speak or advocate it comes from a place of authenticity.'

'Realising the potential I have within, restoring some belief back in myself'.

ELEVATE CJS participants, February 2023

ELEVATE CJS Project Manager Nola Sterling was also invited, in March 2023, to take part in the inaugural Global Freedom Fellowship (coordinated by Incarceration Nations Network, USA) in South Africa for two weeks to share and learn about lived experience leadership and further expand CJA's international networks.

We also continued our fruitful partnership with the Longford Trust, supporting people who are studying for a degree after they have left prison with paid internships. We are grateful for the contribution and support from Jamie who completed his placement this year as our CJA Awards intern. We also recently became a Second Chance Charter employer as we pledge to increase access and support for people with convictions to work at the CJA.

'I've been in rooms and conversations I never would've dreamt of, have picked up an entire new skillset, and leave with a strong sense of motivation and determination to create change – both for myself, and on a systemic level using my other unique skills.'

Jamie, Longford Trust/CJA Awards Intern 2022

5. Tackling racial inequality

In April 2022 we launched a one-year project on Tackling Race Inequality aimed at reducing racial injustice through improving adherence to the Public Sector Equality Duty. The project equips civil society with the expertise to identify and challenge racially discriminatory policies; and at the same time work with government officials in criminal justice agencies to improve Equality Impact Assessments (EIA). In early 2023, we published a toolkit for civil society actors which was co-designed by lawyers and our equalities expert group. We have seen immediate results:

- Close to 60% of participants said their understanding of equality laws had improved;
- Ninety per cent of participants at the launch event indicated that they will share the toolkit with colleagues and others;
- Approx. 40% stated they will consider taking legal action as a result; and
- We are aware that at least one organisation has utilised the toolkit to take legal action.

'It was inspiring, insightful and engaging. I learnt a lot. Great to hear from young people.'

'The speakers were from all walks of life. They were able to connect with the audience really well and diverse in so many ways. I have already shared the toolkit with my workplace'

Participants at Tackling Race Inequality event, January 2023

At the launch event, attended by over 100 participants, we also showcased our short film, Odds Stacked Against Us, which highlights the cumulative impact of multiple discriminatory policies over time. In an open petition, we called for the MoJ and Home Office to monitor, analyse and mitigate this cumulative impact.

We have continued to highlight racial disparities and solutions in our policy work with a particular focus on the intersection of race and gender. We continued to promote the recommendations of our landmark report, Towards Race Equality, published last year in partnership with the Independent Monitoring Boards (IMB). We are pleased to see that the IMB have been implementing some of the recommendations in the report. For example, launch of a new website to attract more diverse IMB volunteers and improved training materials. HMPPS have also committed to improve training for staff.

We have worked with other CJA members to continue promoting the Double Disadvantage Action Plan by supporting and holding agencies to account to improve outcomes for Black, Asian, minoritised and migrant women across the CJS. We have also followed up with the Independent Custody Visitors Association (ICVA) who, as a result of our report last year, are implementing a new Race Action Plan.

6. Evolving the CJA

- **Staff:** our team has expanded as part of a planned growth of CJA from a micro to small organisation. We welcomed our first Equalities Policy Officer who implemented our 12-month Tackling Race Inequality project; ELEVATE CJS Project Manager who is leading our lived experience leadership programme and a part-time Finance Administrator. Towards the end of the year, we also welcomed our new Policy Manager. In 2023-2024, we will be joined by a part-time ELEVATE CJS Project Officer and a Communications and Engagement Manager. These new roles are crucial to building the sustainability and capacity of the organisation, enabling us to grow our reach, profile and impact. At the end of 2022, we co-produced a wellness action plan with staff and trustees which we will continue to review and adjust.
- **Monitoring and evaluation:** we developed new real-time monitoring and evaluation tools, including a barometer of influence, and are in the process of developing a Customer Relationship Management system to better track our engagement with members and key stakeholders. We also appointed an external evaluator for our pilot ELEVATE CJS programme who began work at the beginning of 2023 with a process and impact evaluation. This will enable us to adapt the programme to better meet the needs of the participants and plan for future roll out to other regions, subject to funding.

- **Restorative organisation:** we began our journey to become a restorative organisation with a staff and trustee training session and will continue to embed the learnings in our work as CJA develops.

We shared some common challenges within the charity sector including:

- **Staff recruitment and retention.** We have adjusted our staffing structure to recruit more experienced, senior staff and bring in some administrative and specialist consultancy support.
- **Trustee recruitment.** A number of our trustees retired this year and some new trustees were recruited. We are seeking to diversify our trustee board and have received specialist training from Getting on Board.
- **Cost of living.** Increases to costs and wages; and some members facing difficulty with subscription fees. Recognising that some of our members are facing funding difficulties, we have frozen our fees for the third year in succession.

7. Looking ahead: our plans for 2023-2024

We will continue to innovate and push boundaries to achieve systemic change through the collective power of our membership network. We will focus on several targeted policy projects on issues including reform of drug policy, reducing the use of remand, expanding access to victims' services, and improving family ties and employment for people leaving prison through changes to policy, practice and public opinion.

We will increase the ways in which we engage with people with lived experience of the criminal justice system directly in our policy work and amplify their voices to effect change. We also look forward to welcoming and working with our second cohort of participants for the ELEVATE CJS leadership programme, as well as developing a toolkit for employers and working to remove barriers to career progression for lived experience leaders.

We are also excited to begin planning two public facing conversation-starter events including a light installation and Yellow Ribbon Run inspired by the Erasmus exchange programme, along with co-producing resources for university journalism students on constructive and solution-focused criminal justice reporting.

We will strengthen our governance and oversight mechanisms including updating our Memorandum and Articles to ensure they reflect our current practices and values. We will recruit new trustees to reflect diversity including young adults, people from Black Asian and minority ethnic communities and people with lived experience of the criminal justice system. As we refresh our staff team and Board of trustees, and aim to further diversify our funding streams, we will focus on improving the overall sustainability of the CJA.

Funders and Supporters

We are hugely grateful to our funders, AB Charitable Trust, Barrow Cadbury Trust, Baring Foundation, The Churchill Fellowship, Esmée Fairbairn Foundation, Hadley Trust, Lloyds Bank Foundation, Network for Social Change, Pocressi Initiative, Porticus UK, Quintin Hogg Trust and Trust for London for their support during the year. To our individual donors, we are extremely grateful for your generosity which allows us to carry on our work.

Governance and Management

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. Trustees have also played a role in recruitment, chairing members' meetings and providing final peer reviews for CJA publications.

Financial Review

The results for the year ended 31 March 2023 are set out in the attached financial statements. Total incoming resources for the year were £441,662 (2022: £333,380). Expenditure for the year was £451,333 (2022: £272,570). The deficit for the year was thus £9,671 (2022 surplus of £60,810). The Fund balances carried forward at 31 March 2023 totalled £189,886 (2022: £199,557) of which £174,182 were unrestricted as to use (2022: £187,177)

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 £174,182 comfortably represent more than four months' committed expenditure.

Trustees' Responsibilities

Trustees are responsible for preparing the Annual Report and the Financial Statements in accordance with applicable law and United Kingdom generally accepted accounting practice.

Company and charity law applicable to charities in England and Wales requires the Trustees to prepare Financial Statements for each financial year which give a true and fair view of the state of affairs of the Company and of the surplus or deficit for the period. In preparing those financial statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Statement of Recommended Practice 'Accounting and Reporting by Charities' (the Charities' SORP)
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures being disclosed and explained in the financial statements; and
- prepare the Financial Statements on a going concern basis (unless it is inappropriate to presume that the charity will continue in operation).

Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Company and which enable them to ensure that the Financial Statements comply with the Companies Act 2006 and the Charities Act 2011. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the detection and prevention of fraud and other irregularities.

Preparation of the Report

This report has been prepared in accordance with the charity's governing document, the Charities Act 2011 and recommendations contained in the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities published on 16 July 2014 (FRS 102).

This report was approved by the Board on 9 October 2023 and signed on its behalf by:

Nick Linfoot
.....

Nick Linfoot (Acting 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 2023 which are set out on pages 15 to 29.

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.

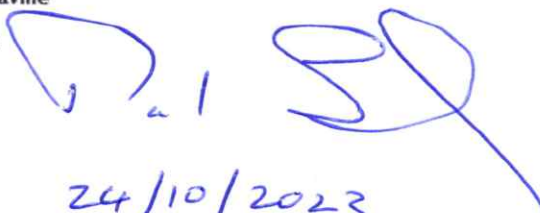
I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 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.

Paul Saville

Dated:



24/10/2023

Member of ICAEW

7454442

Statement of Financial Activities

Incorporating the Income & Expenditure Account and the Statement of Recognised Gains & Losses
For the year ended 31 March 2023

		Unrestricted Funds Year ended 31 March 2023	Restricted Funds Year ended 31 March 2023	Total Funds Year ended 31 March 2023	Total Funds Year ended 31 March 2022
	Notes				
Income from		£	£	£	£
Donations & legacies	2	177,010	246,912	423,922	316,601
Charitable activities	3	17,599	-	17,599	16,580
Investments		141	-	141	199
Total income		194,750	246,912	441,662	333,380
Expenditure on		£	£	£	£
Raising funds	4 & 5	55,112	-	55,112	54,045
Charitable activities					
Policy work	4 & 6	75,311	136,215	211,526	136,162
CJA Awards	4 & 6	28,447	12,503	40,950	39,235
Membership support	4 & 6	23,016	17,644	40,660	43,128
Elevate	4 & 6	25,858	77,227	103,085	-
Charitable activities		152,632	243,589	396,221	218,525
Total expenditure		207,744	243,589	451,333	272,570
<i>Net (expenditure)/income</i>		<i>(12,994)</i>	<i>3,323</i>	<i>(9,671)</i>	<i>60,810</i>
Transfers between funds	11	-	-	-	-
Net movement in funds		(12,994)	3,323	(9,671)	60,810
Reconciliation of funds					
Total funds brought forward	11 & 12	187,177	12,380	199,557	138,747
Total funds carried forward	11 & 12	174,183	15,703	189,886	199,557

The notes on pages 17 to 29 form part of the financial statements.

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

Criminal Justice Alliance
Balance Sheet
 As at 31 March 2023

		£	Total Funds Year ended 31 March 2023	£	Total Funds Year ended 31 March 2022	£
Fixed assets	8		433			676
Current assets						
Debtors & prepayments	9	58,228		7,698		
Cash at bank & in hand		319,700		419,978		
		<hr/>		<hr/>		
			377,928		427,676	
Liabilities						
Creditors : amounts falling due within one year	10	(188,475)		(228,795)		
		<hr/>		<hr/>		
Net current assets/(liabilities)			189,453			198,881
			<hr/>			<hr/>
Net assets/(liabilities)			189,886			199,557
			<hr/>			<hr/>
Charity funds		£	£	£		£
Restricted funds	11 & 12		15,703			12,380
Unrestricted funds						
General fund	11 & 12		174,183			187,177
			<hr/>			<hr/>
Total charity funds			189,886			199,557
			<hr/>			<hr/>

The notes on pages 15 to 26 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 2023, and the members have not required the charitable company to obtain an audit of its financial statements for the year ended 31 March 2023 under section 476 of the Companies Act 2006.

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 9 October 2023 and signed on their behalf by



Nick Linfoot Acting Chair

Notes to the financial statements

J. 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 2022, 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 2022 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.

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

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 11 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 £500 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their residual value, over their useful life, on the following basis:

Computer equipment	3 years
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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 amortized 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.

2. Income from donations and legacies

	Unrestricted Funds Year ended 31 March 2023	Restricted Funds Year ended 31 March 2023	Total Funds Year ended 31 March 2023
	£	£	£
Grants			
AB Charitable Trust	40,000		40,000
Baring Foundation	-	52,000	52,000
Barrow Cadbury	-	40,000	40,000
Barrow Cadbury - CJA Awards 2021-2023	-	10,000	10,000
Erasmus Plus	-	2,443	2,443
Esmee Fairbairn Foundation	14,583	-	14,583
Frameworks	-	3,000	3,000
Lloyds Bank Foundation	-	51,706	51,706
Lloyds Bank (Elevate)	-	21,923	21,923
Network for Social Change	-	-	0
Pocressi Initiative	-	10,000	10,000
Porticus - Positive Pathways	39,993	-	39,993
Porticus	30,670	-	30,670
Quintin Hogg	-	2,840	2,840
Reed Smith	-	3,000	3,000
The Hadley Trust	50,000	-	50,000
Trust for London (Elevate)	-	50,000	50,000
	175,246	246,912	422,158
Donations	1,764	-	1,764
Total	177,010	246,912	423,922
	Unrestricted Funds Year ended 31 March 2022	Restricted Funds Year ended 31 March 2022	Total Funds Year ended 31 March 2022
	£	£	£
Grants			
AB Charitable Trust	10,000	-	10,000
Action for Race Equality	2,750	-	2,750
Allen Lane Foundation	5,000	-	5,000
Barrow Cadbury	-	45,000	45,000
Erasmus Plus	-	7,416	7,416
Esmee Fairbairn Foundation	35,000	-	35,000
Hadley Trust - Core costs	50,000	-	50,000
Lloyds Bank Foundation	-	70,800	70,800
Porticus	89,986	-	89,986
	192,736	123,216	315,952
Donations	649	-	649
Total	193,385	123,216	316,601

3. Income from charitable activities

	Unrestricted Funds	Restricted Funds	Total Funds
	Year ended	Year ended	Year ended
	31 March 2023	31 March 2023	31 March 2023
	£	£	£
Membership subscriptions	17,599	-	17,599
	17,599	0	17,599
	Unrestricted Funds	Restricted Funds	Total Funds
	Year ended	Year ended	Year ended
	31 March 2022	31 March 2022	31 March 2022
	£	£	£
Membership subscriptions	16,580	-	16,580
	16,580	0	16,580

4. Total expenditure

	Direct staff costs Year ended 31 March 2023	Direct other costs Year ended 31 March 2023	Indirect costs Year ended 31 March 2023	Total costs Year ended 31 March 2023
	£	£	£	£
Raising funds	40,785	0	14,327	55,112
Charitable activities:				
Policy & Programmes	116,340	33,054	62,132	211,526
CJA Awards	7,199	22,860	10,891	40,950
ELEVATE	45,998	27,124	29,963	103,085
Membership	29,829	86	10,745	40,660
	199,366	83,124	113,731	396,221
Charitable activities				
Total	240,151	83,124	128,058	451,333

	Direct staff costs Year ended 31 March 2022	Direct other costs Year ended 31 March 2022	Indirect costs Year ended 31 March 2022	Total costs Year ended 31 March 2022
	£	£	£	£
Raising funds	37,437	1,200	15,408	54,045
Charitable activities:				
Policy work	83,967	13,375	38,820	136,162
CJA Awards	3,495	24,554	11,186	39,235
Membership support	30,205	627	12,296	43,128
	117,667	38,556	62,302	218,525
Charitable activities				
Total	155,104	39,756	77,710	272,570

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.

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

Indirect costs comprise of the following expenses:

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

	Total costs Year ended 31 March 2023	Total costs Year ended 31 March 2022
	£	£
Indirect staff costs	53,415	40,283
Other people costs	8,671	4,351
Professional services	16,358	12,067
Premises and admin	38,856	19,697
Governance	10,758	1,312
	128,058	77,710

Governance costs comprise of the following expenses:

	Total costs Year ended 31 March 2023	Total costs Year ended 31 March 2022
	£	£
Statutory accounts production	3,720	1,080
Independent examination	2,940	150
Trustee recruitment & training	1,397	9
Other	2,701	73
	10,758	1,312

5. Expenditure on raising funds

	Unrestricted Funds Year ended 31 March 2023	Restricted Funds Year ended 31 March 2023	Total Funds Year ended 31 March 2023
	£	£	£
Direct staff costs	40,785	-	40,785
Direct other costs	-	-	-
Indirect costs	14,327	-	14,327
Total	55,112	0	55,112
	Unrestricted Funds Year ended 31 March 2022	Restricted Funds Year ended 31 March 2022	Total Funds Year ended 31 March 2022
	£	£	£
Direct staff costs	37,437	-	37,437
Direct other costs	1,200	-	1,200
Indirect costs	15,408	-	15,408
Total	54,045	0	54,045

6. Expenditure on charitable activities

	Unrestricted Funds Year ended 31 March 2023	Restricted Funds Year ended 31 March 2023	Total Funds Year ended 31 March 2023
	£	£	£
Policy and work			
Direct staff costs	16,649	99,691	116,340
Direct other costs	(322)	33,376	33,054
Indirect costs	58,984	3,149	62,132
	75,311	136,215	211,526
CJA Awards			
Direct staff costs	5,610	1,589	7,199
Direct other costs	11,947	10,914	22,860
Indirect costs	10,891	0	10,891
	28,447	12,503	40,950
Membership support			
Direct staff costs	12,286	17,543	29,829
Direct other costs	(15)	101	86
Indirect costs	10,745	0	10,745
	23,016	17,644	40,660
ELEVATE			
Direct staff costs	3,666	42,332	45,998
Direct other costs	(4,897)	32,021	27,124
Indirect costs	27,089	2,874	29,963
	25,857	77,227	103,085
Total	152,633	243,589	396,221

	Unrestricted Funds Year ended 31 March 2022	Restricted Funds Year ended 31 March 2022	Total Funds Year ended 31 March 2022
	£	£	£
Policy work			
Direct staff costs	11,049	72,918	83,967
Direct other costs	602	12,773	13,375
Indirect costs	17,872	20,948	38,820
	29,523	106,639	136,162
CJA Awards			
Direct staff costs	3,495	0	3,495
Direct other costs	14,554	10,000	24,554
Indirect costs	11,186	0	11,186
	29,235	10,000	39,235
Membership support			
Direct staff costs	30,205	0	30,205
Direct other costs	627	0	627
Indirect costs	12,296	0	12,296
	43,128	0	43,128
Total	101,886	116,639	218,525

7. Staff costs

	Total Costs Year ended 31 March 2023	Total Costs Year ended 31 March 2022
	£	£
Gross salaries	255,364	169,276
Employers NIC	22,710	14,478
Employers pension	15,492	11,633
	<u>293,566</u>	<u>195,387</u>

The average headcount during the year was 6 persons (2022: 5 persons).

One employee received employee emoluments between £60,000 and £69,999 (2022: One employee).

The total employee emoluments paid to key management personnel during the year was £151,858 (2022: £127,515).

8. Tangible fixed assets

	Computer Equipment	Total Year ended 31 March 2023
Cost	£	£
At April 2022	729	729
Additions in the year	-	-
At 31 March 2023	729	729
Accumulated depreciation	£	£
At 0 April 2022	53	53
Charge for the year	243	243
At 31 March 2023	296	296
Net book value	£	£
At 01 April 2022	676	676
At 31 March 2023	433	433

9. Debtors and prepayments

	Total Year ended 31 March 2023	Total Year ended 31 March 2022
	£	£
Trade debtors	51,545	245
Prepayments	5,809	2,680
Rent & IT deposit	874	4,745
Other debtors	-	28
	58,228	7,698

10. Creditors – amounts falling due within one year

	Total Year ended 31 March 2023	Total Year ended 31 March 2022
	£	£
Trade creditors	7,317	2,205
Accruals	1,613	2,214
Deferred income	170,603	216,689
HMRC	6,785	5,926
Pension liability	2,159	1,761
	188,477	228,795

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

	Total Year ended 31 March 2023	Total Year ended 31 March 2022
	£	£
Brought forward	216,689	135,607
Released to income in year	(400,875)	(135,607)
Deferred at year end	354,789	216,689
	170,603	216,689
Carried forward	170,603	216,689

11. Analysis of charity funds

	Balance brought forward 01 April 2022	Income for the period Year Ended 31 Mar 2023	Expenditure for the period Year Ended 31 Mar 2023	Transfers between funds Year Ended 31 Mar 2023	Balance carried forward 31 March 2023
	£	£	£	£	£
Unrestricted Funds					
General Fund	187,177	194,750	(207,745)	-	174,182
Unrestricted Funds	187,177	194,750	- 207,745	-	174,182
Restricted Funds					
Baring Foundation	-	52,000	(52,000)	-	-
Barrow Cadbury	-	40,000	(40,000)	-	-
Barrow Cadbury - CJA Awards 2021-2023	-	10,000	(10,000)	-	-
Erasmus Plus	5,803	2,443	(8,246)	-	-
Frameworks	-	3,000	(3,000)	-	-
Lloyds Bank Foundation	-	51,706	(49,456)	-	2,250
Lloyds Bank (Elevate)	6,577	21,923	(21,923)	-	6,577
Pocressi Initiative	-	10,000	(4,600)	-	5,400
Quintin Hogg	-	2,840	(2,840)	-	-
Reed Smith	-	3,000	(3,000)	-	-
Trust for London (Elevate)	-	50,000	(48,523)	-	1,477
Restricted Funds	12,380	246,912	(243,588)	-	15,704
Total Funds	199,557	441,662	(451,333)	-	189,886

Baring Foundation

A 18-month grant as part of the Baring Foundation Strengthening Civil Society Programme Racial Justice Fund with a focus on the Public Sector Equality Duty.

Barrow Cadbury Trust

A new three-year grant to support removing the barriers to systemic change in the criminal justice system.

Barrow Cadbury Trust- CJA Awards

Support towards the annual Criminal Justice Alliance Awards.

Erasmus Plus

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

Frameworks

A single grant to support the delivery and promotion of Frameworks UK research.

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 Black, Asian and minority ethnic victims of crime and reparative community sentences.

Lloyds Bank Foundation - ELEVATE

A new three-year grant from Lloyds Bank Foundation for the ELEVATE CJS lived experience pilot leadership programme which commenced in April 2022.

The Pocressi Initiative (TPI)

A new three-year grant to support the delivery and evaluation of the ELEVATE CJS lived experience pilot leadership programme.

Quintin Hogg Trust

A new grant to support the CJA's inaugural annual research symposium and the delivery of the ELEVATE CJS lived experience pilot leadership programme.

Reed Smith LLP

A one-off grant to support CJA's work on tackling racial inequality.

Trust for London- ELEVATE

A new three-year grant from Lloyds Bank Foundation for the ELEVATE CJS lived experience pilot leadership programme which commenced in April 2022.

Analysis of charity funds

	<i>Balance brought forward</i> <i>01 April 2021</i>	<i>Income for the period</i> <i>Year Ended 31 Mar 2022</i>	<i>Expenditure for the period</i> <i>Year Ended 31 Mar 2022</i>	<i>Transfers between funds</i> <i>Year Ended 31 Mar 2022</i>	<i>Balance carried forward</i> <i>31 March 2022</i>
	£	£	£	£	£
Unrestricted Funds					
General Fund	132,944	210,164	(155,931)	-	187,177
Unrestricted Funds	132,944	210,164	(155,931)	-	187,177
Restricted Funds					
Barrow Cadbury - Connecting for change	-	35,000	(35,000)	-	-
Barrow Cadbury - CJA Awards	-	10,000	(10,000)	-	-
Erasmus Plus	5,803	7,416	(7,416)	-	5,803
Lloyds Bank Foundation	-	64,223	(64,223)	-	-
Lloyds Bank (Elevate)	0	6,577	0	-	6,577
Restricted Funds	5,803	123,216	(116,639)	-	12,380
Total Funds	138,747	333,380	(272,570)	-	199,557

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 – CJA Awards

Support towards the annual Criminal Justice Alliance Awards.

Erasmus Plus

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

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 Black, Asian and minority ethnic victims of crime and reparative community sentences.

Lloyds Bank Foundation - ELEVATE

A new grant from Lloyds Bank Foundation for ELEVATE which commenced in April 2022.

12. Analysis of net assets

	Unrestricted Funds	Restricted Funds	Total Funds
	Year ended	Year ended	Year ended
	31 March 2023	31 March 2023	31 March 2023
	£	£	£
Fixed assets	433	-	433
Current assets	298,614	79,314	377,928
Current liabilities	(124,865)	(63,610)	(188,475)
	174,182	15,704	189,886

	Unrestricted Funds	Restricted Funds	Total Funds
	Year ended	Year ended	Year ended
	31 March 2022	31 March 2022	31 March 2022
	£	£	£
<i>Fixed assets</i>	676	-	676
<i>Current assets</i>	306,500	121,176	427,676
<i>Current liabilities</i>	(119,999)	(108,796)	(228,795)
	187,177	12,380	199,557

13. Trustee remuneration

During the year, no trustee received any remuneration (2022:£Nil). No members of the Board of Trustees received reimbursement of expenses for travel to meetings (2022: £Nil).

14. Related party transactions

During the year there were no related party transactions (2022: £Nil)