Registered number: 08274430
Charity number: 1151939

THE CENTRE FOR JUSTICE INNOVATION UK

(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

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THE CENTRE FOR JUSTICE INNOVATION UK
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2026

Trustees	Karyn McCluskey (Chair) Gregory Berman (Resigned 17 March 2026) Aubrey Fox (Resigned 17 March 2026) Kevin Sadler Shauneen Lambe Courtney Bryan Geraldine O'Hare Robert Zara Adjoa Abekah-Mensah Sal Naseem
Company registered number	08274430
Charity registered number	1151939
Registered office	Unit 321 Edinburgh House 170 Kennington Lane London SE11 5DP
Independent auditors	Nyman Libson Paul LLP Chartered Accountants 124 Finchley Road London NW3 5JS
Bankers	Barclays Bank PLC 81 Fleet Street London EC4Y 1EL
Senior Management	Phil Bowen (Director, until 31 December 2025) Vicki Mulligan (Director, from 1 November 2025)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2026

The objects of the charity, defined in our memorandum and articles of associations, are to promote, for the benefit of the public, the efficiency and effectiveness of the justice system in the United Kingdom.

Vision and mission

2025/26 was a year of both continuity and transition for the Centre. It marked the conclusion of our three-year strategy, Fair and Effective: Putting practitioners and the evidence at the heart of justice reform, and the beginning of a new leadership chapter, as we welcomed Vicki Mulligan as Interim Director following the departure of Phil Bowen at the start of November 2025. Work is underway to develop the Centre's strategy for the years ahead, building on the same core commitments that have shaped our work since our founding in 2011.

Fair and Effective set out our vision to build a justice system which every citizen believes is fair and effective - one focused on solving the issues that drive crime and social harm, fair in how it treats people, proportionate in what it does, and one that gives those on the front line the freedom and support to innovate. Our approach - providing hands-on support to practitioners, conducting research, promoting evidence-based policy reform, and sharing lessons across jurisdictions and with our sister organisation in New York, the Center for Justice Innovation - has remained constant throughout.

Context

2025/26 was a year of significant reform activity across the justice landscape in England and Wales, with several major reviews and legislative developments shaping the environment in which we work.

The Independent Sentencing Review, chaired by David Gauke and published in May 2025, made 48 recommendations focused on reducing the prison population through greater use of community sentences and a presumption against short custodial sentences. The Review gave particular attention to women in the justice system, recognising their distinct needs and vulnerability, and the government indicated it would accept the majority of its recommendations.

Sir Brian Leveson's Independent Review of the Criminal Courts published its first part in July 2025, making 45 recommendations for structural reform of the criminal courts - including restrictions on jury trials and stronger use of out-of-court resolutions. Part Two, focused on efficiency, followed in February 2026. The Courts and Tribunals Bill, introduced in the House of Commons in February 2026, gave legislative effect to a package of these reforms, representing the most significant change to the criminal courts in over fifty years. The Bill also included a provision to remove the presumption of parental involvement in family court cases, following longstanding concerns about its impact on victims of domestic abuse.

The Women's Justice Board, established by the Lord Chancellor in January 2025, published its report in March 2026 setting out recommendations to reduce women's imprisonment, including expanded diversion, limits on custody for pregnant women, and a new Young Women's Strategy. A £31.6 million funding package for women's centres followed - a 50% increase on previous investment. The Centre for Justice Innovation was explicitly named in the Board's recommendations, with the Board calling for engagement with our networks on women's problem-solving courts and Family Drug and Alcohol Courts.

In family justice, the Deputy Prime Minister confirmed the national rollout of Child Focused Courts (previously Pathfinder Courts) across England and Wales in March 2026, following evaluation evidence showing that backlogs halved and cases were resolved up to seven and a half months faster under the model. The Centre was involved in the design and implementation of the initial pilots and as a partner on both evaluations.

In youth justice, the government announced in February 2026 the transfer of the Youth Justice Board's policy, funding and oversight functions to the Ministry of Justice, repositioning the YJB as an evidence and improvement body, alongside a £281 million three-year core grant and additional diversion funding.

Across all of these developments, CJI's evidence and practice have been central to the reform conversation. Many of the approaches we have long championed - out-of-court resolutions, problem-solving courts, investment in community supervision, and gender-responsive justice - were reflected in this year's major reviews and legislation.

Key achievements in 2025/26

Across our six areas of work, we have achieved the following in 2025/26.

Women in justice

Women in our justice system often have different and more complex needs than men. We work to implement gender-specific responses for women in the justice system, especially around violence against women and girls, supporting practitioners to deliver gender-responsive interventions and trauma-informed practice, and ensuring policy change recognises the distinct needs of women and girls.

A major focus in 2025/26 has been our work on Intensive Supervision Courts (ISCs), which continued to grow in both scale and influence. We brought together all four ISC sites - Liverpool, Teesside, Birmingham and Bristol - for a joint away day, strengthening relationships and shared learning across the network. Alongside this, we worked closely with the Ministry of Justice and Home Office to support the development of new ISC models, including for domestic abuse and youth cohorts.

We continued to build strong local partnerships and influence through policy engagement. For example, through our work on diversion and out-of-court resolutions, we directly influenced Devon and Cornwall Police to establish their own local Women's Justice Board - a significant step towards embedding whole-system approaches for women's justice locally.

We published new research and practice guidance, including a briefing on improving collaboration between police forces and women's centres.

Problem-solving courts and family justice

We champion and support evidence-based problem-solving courts to test new approaches to difficult cases where social, human and legal problems intersect. In public family law, we support practitioners to implement evidence-led problem-solving approaches, in particular the Family Drug and Alcohol Court (FDAC) model, which works with families to overcome the substance use, mental health and domestic abuse problems that put their children at risk of serious harm.

This year, FDAC was featured on Channel 4 News, including a powerful conversation with a former FDAC parent sharing her personal experience, and contributions making the case for sustainable FDAC funding to be available in every area. The refreshed FDAC website went live, providing updated resources and a stronger platform for sharing learning and impact.

A particularly significant development this year was the launch of the FDAC Parent Advisory Group, a co-produced expert-by-experience group of former FDAC parents. The group's terms of reference were developed by the parents themselves, and they have agreed to focus on three areas: improving the information given to parents going through the FDAC process; contributing to national policy discussions around FDAC reform; and providing peer support to parents currently going through the process. The Parent Advisory Group represents an important step in embedding lived experience at the heart of FDAC's national development.

We delivered problem-solving workshops across Wales, feeding into a national learning event, and launched this year's FDAC Community of Practice, with practitioner forums underway. We also completed significant consultation work with the Department for Education and Mutual Ventures, including direct engagement with families and fathers.

We published a range of FDAC-related outputs during the year, including our quarterly reports and a briefing on FDAC eligibility criteria. We also published an evaluation summary and report of the CASS+ support for litigants in person in private family law cases.

The national rollout of Child Focused Courts, confirmed by the Deputy Prime Minister in March 2026, validated the shift toward problem-solving, child-centred processes that we have long championed. The second evaluation of the Private Law Pathfinder Pilots, focusing on children and families' experiences, was published during the year, and we held two Expert Voices seminars focused on the findings of both evaluations.

Out of court resolutions and child-centred policing

To keep our communities safer while minimising the collateral consequences of prosecution on people's future life chances, we work to improve the use and effectiveness of out-of-court resolutions (OOCRs). In 2025/26, we published our briefing Delivering fairer, faster justice: Modernising Out of Court Resolutions, contributing to the growing policy consensus around their expanded use.

We also launched our new child-centred policing toolkit, an online resource bringing together evidence, guidance and practical tools to support child-centred policing. It covers key issues including adultification, communication, diversion and police protection, and is designed as a live resource that will continue to evolve. The toolkit was formally launched with the NPCC Child-Centred Policing working group.

In practice, our work this year demonstrated the real-time impact that evidence-based engagement can achieve. Through a workshop with Birmingham Youth Justice Service and West Midlands Police, we successfully influenced a move away from blanket knife crime courses for children, an approach for which the evidence is weak and which children themselves have reported experiencing as discriminatory. This is a strong example of practice change happening directly as a result of our work.

Smarter sentencing and court fines

We continued our research and policy project on the use of the court fine and its impact on people on low incomes, publishing our findings during 2025/26. This work, which included in-depth interviews with people on low incomes who had received a court fine, alongside a legal review and data analysis, was referenced in the Independent Sentencing Review, reflecting the direct policy impact of our evidence.

The best of British justice innovation

We continued to promote the best of Britain's innovative justice practice through our Expert Voices seminar series, which this year was attended by over 900 people and viewed more than 7,000 times on YouTube. We also published a briefing on problem-solving courts in New Zealand, reflecting our ongoing commitment to sharing lessons across jurisdictions.

We were also proud to incubate the Common Ground Justice Project, which seeks to uncover shared principles on crime and justice across political and social divides – an initiative that feels particularly timely in the current policy environment.

Finally, we were extremely proud to win the Outstanding Large Organisation Award at the Criminal Justice Alliance Awards 2025, recognising the breadth and quality of our work alongside other inspiring organisations in the justice sector.

FINANCIAL REVIEW

In financial year 2025/26, the charity received total income of £1,641,475. This represents an increase of 23% on the previous year (2024/25: £1,332,631). Of the total income, £841,765 was received in unrestricted funds and £799,710 in restricted funds.

Of the restricted funds received in 2025/26, the funds were used as follows:

Funder	Purpose	Amount
Jabbs Foundation	Women in justice: Women and treatment services	£271,676
Youth Endowment Foundation	Pre-court disposals	£153,537
Hadley Trust	Court reform: Highbury Community Advice	£72,000
Aberdeen Financial Fairness Trust	Smarter sentencing: Court fines and fees	£27,620
Network for Social Change Charitable Trust	Common Ground Justice Project	£25,000
City Bridge Foundation	Court reform	£22,500
Changing Ideas	Common Ground Justice Project	£12,500
Haven Foundation	Family Justice	£2,725
Anonymous donors	Common Ground Justice Project	£212,152
Total		**£799,710**

In financial year 2025/26, the charity spent £1,637,773. Total expenditure represents an increase of 32% compared with the previous year (2024/25: £1,242,451). As a result, the charity recorded a net increase in funds of £3,702, with restricted fund surpluses mostly offsetting a reduction in unrestricted funds.

Going concern

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern.

After making appropriate enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. In particular, approval of the budget for 2026/27 by the Board indicated that 84% of the required expenditure had been secured in income prior to the start of the financial year, with six months in free reserves.

For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

Risk management

The principal risks and uncertainties facing the Centre are:

- The organisation's financial reliance on particular foundations and the impact of economic conditions on their portfolios;
- The pace and scale of government-led justice reform, which while creating significant opportunity for the Centre's work also creates uncertainty around funding priorities and partnership arrangements;
- Operational challenges facing justice agencies, including Crown Court backlogs, pressures on probation services, and the implications of sentencing reform for community supervision capacity;
- Risks associated with leadership transition and organisational change, as the Centre moves into a new strategic period under new leadership;
- Staff recruitment and retention in a competitive sector, and the associated risks to programme delivery and organisational knowledge.

To manage these risks, we have maintained close relationships with funders and worked with them to adapt delivery plans where needed. We have ensured strong links with officials, devolved administrations and others with influence over policy formation. The Board has provided active oversight during the leadership transition, and management has prioritised stability and continuity of delivery throughout.

Reserves policy

The charity aims to maintain free reserves sufficient to cover at least six months' of total future annual expenditure (minus grants and Common Ground Project expenditure). This equates to approximately £390,000 - £430,000. Specific permission from the Trustees is required if reserves are likely to fall below this minimum target.

At year end, the Charity held total funds of £821,027 (2025: £817,325), including restricted funds of £311,834 (2025: £245,608) and unrestricted funds of £509,193 (2025: £571,717). The Charity's free reserves (unrestricted funds less fixed assets) totalled £493,590 (2025: £550,860) and are above the free reserves target.

Plans for future periods

In 2026/27 the charity will continue to build on the foundations of its work during 2025/26, with a particular focus on women's justice - including the expansion of Intensive Supervision Courts and the implementation of the Women's Justice Board's recommendations - family problem-solving courts, child-centred policing, and out-of-court resolutions. The development of the Centre's new strategy will be a priority for the year ahead, ensuring our work remains focused on where we can make the greatest difference.

In financial year 2026/27, the charity has confirmed income of £1,063,446 and anticipates spending £1,324,398, of which the biggest expenditure is on staff costs. We have submitted additional applications for funding for 2026/27 and plan to submit further applications to close the gap between income and expenditure.

STRUCTURE, MANAGEMENT AND GOVERNANCE

Constitution

The charity is registered as a charitable company limited by guarantee and was set up by a Trust deed on 30th October 2012. The charity registration number is 1151939 and the company registration number is 08274430.

Method of election of Trustees

The management of the charity is the responsibility of the Trustees who are elected and co-opted under the terms of the Articles of Association. Trustees are identified via existing networks and through formal and informal conversations with the Chair and Director of the charity.

Induction of Trustees

Induction of Trustees is through conversations with the Director of the charity, the issuance of formal induction materials to the Trustee and their further involvement in the work of the charity.

The ongoing training of trustees includes the provision of up-to-date financial and other information about the charity, the circulation of Charity Commission publications giving guidance on the role of Trustees, informal meetings with the team and the Director, and an annual ‘in person’ meeting with the Director and other staff.

Decision making

The business of the Charity is managed by the Trustee Board. The Trustees are responsible for the following decisions: (i) approval of the annual budget; (ii) review of finances; (iii) reviewing the performance of the charity against its stated aims and charitable objects.

The Chair of the Trustee Board is responsible for the remuneration and performance appraisal of the Director, in consultation with the Trustee Board. The chair gathers feedback on the performance of the Director from the team and other stakeholders as part of the Director’s performance appraisal.

Remuneration of staff

Remuneration of all staff is set through the charity’s salary policy. We set initial salaries through benchmarking exercises comparing pay scales across the sector. The Centre’s pay policy is based on a combination of inflationary and performance-related increases, with the goal of rewarding good performance and team well-being, as far as the Centre’s overall financial situation can allow.

Risk management

The Trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

Public benefit

The Trustees are aware of and give due consideration, when setting objectives and planning activities, to the Charity Commission’s guidance on public benefit.

Statement of Trustees' Responsibilities

The trustees (who are also directors of The Centre for Justice Innovation UK for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that 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 are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

Auditors

Nyman Libson Paul LLP have expressed their willingness to continue in office and will be proposed for reappointment in accordance with Section 485 of the Companies Act 2006.

Small company exemptions

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the members of the board of Trustees and signed on their behalf by:

Karyn McCluskey

Karyn McCluskey
Chair of the Board
Date:
2026-09-29

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR JUSTICE INNOVATION UK

Opinion

We have audited the financial statements of The Centre for Justice Innovation UK (the 'charitable company') for the year ended 31 March 2026 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2026 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR JUSTICE INNOVATION UK (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and noncompliance with laws and regulations, we considered the following:

- the nature of the industry and sector, control environment and business performance;
- results of our enquiries of management about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the charitable company’s documentation of their policies and procedures relating to:
  - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud
  - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
  - the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in relation to timing of income recognition. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory frameworks that the charitable company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act.

In addition, we considered other laws and regulations that could have an effect on the company and result in the imposition of financial or other penalties and litigation. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. These limited procedures did not identify actual or suspected non-compliance.

All matters in relation to non-compliance with laws and regulations and potential fraud risks were communicated to all members of the engagement team and we remained alert to any indications of non-compliance throughout the audit.

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerning actual and potential litigation and claims;
- assessing the appropriateness and where appropriate with third parties concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and correspondence with HMRC;
- in addressing the risk of fraud through management override of controls, reviewing the appropriateness of journal entries and other adjustments, assessing whether the judgements made in making accounting estimates are indicative of a potential bias, and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE CENTRE FOR JUSTICE INNOVATION UK (CONTINUED)

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Andrew Thomas (Senior Statutory Auditor)
for and on behalf of
Nyman Libson Paul LLP
Chartered Accountants
124 Finchley Road
London
NW3 5JS

Date: 30 September 2026

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2026

	Note	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Income from:					
Donations and legacies	3	690,000	799,710	1,489,710	1,154,962
Charitable activities	4	146,503	-	146,503	177,669
Investments	5	5,262	-	5,262	-
Total income		841,765	799,710	1,641,475	1,332,631
Expenditure on:					
Charitable activities		937,423	700,350	1,637,773	1,242,451
Total expenditure		937,423	700,350	1,637,773	1,242,451
Net (expenditure)/income		(95,658)	99,360	3,702	90,180
Transfers between funds	14	33,134	(33,134)	-	-
Net movement in funds		(62,524)	66,226	3,702	90,180
Reconciliation of funds:					
Total funds brought forward		571,717	245,608	817,325	727,145
Net movement in funds		(62,524)	66,226	3,702	90,180
Total funds carried forward		509,193	311,834	821,027	817,325

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 17 to 30 form part of these financial statements.

BALANCE SHEET
AS AT 31 MARCH 2026

	Note		2026 £		2025 £
Fixed assets					
Tangible assets	10		15,603		20,857
Current assets					
Debtors	11	64,829		64,451	
Investments	12	255,262		-	
Cash at bank and in hand		579,267		791,494	
		899,358		855,945	
Current liabilities					
Creditors: amounts falling due within one year	13	(93,934)		(59,477)	
Net current assets			805,424		796,468
Total assets less current liabilities			821,027		817,325
Total net assets			821,027		817,325
Charity funds					
Restricted funds	14		311,834		245,608
Unrestricted funds	14		509,193		571,717
Total funds			821,027		817,325

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Karyn McCluskey

Karyn McCluskey
Chair
Date: 2026-09-29

The notes on pages 17 to 30 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2026

	Note	2026 £	2025 £
Cash flows from operating activities			
Net cash used in operating activities	16	44,222	154,314
Cash flows from investing activities			
Dividends, interests and rents from investments		5,262	-
Purchase of tangible fixed assets		(6,449)	(13,565)
Net cash used in investing activities		(1,187)	(13,565)
Change in cash and cash equivalents in the year		43,035	140,749
Cash and cash equivalents at the beginning of the year		791,494	650,745
Cash and cash equivalents at the end of the year	17	834,529	791,494

The notes on pages 17 to 30 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026

1. General information

The Centre for Justice Innovation UK is a charitable company limited by guarantee, incorporated in England and Wales. The liability of each member in respect of the guarantee is limited to £1. Its registered office and principal place of business is Unit 321 Edinburgh House, 170 Kennington Lane, London, SE11 5DP. The Directors of the company are the Trustees named in the Reference and Administrative Information on page 1.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Centre for Justice Innovation UK meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The Trustees have reviewed the charity's forecasts and budgets and accordingly have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Having therefore assessed the Charity’s financial position, its plans for the foreseeable future and the risks to which it is exposed and, taking into account future expected income streams, the Trustees are satisfied that it remains appropriate to prepare the financial statements on the going concern basis.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities when the Company is entitled to receive the money. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid is recognised at the time of the donation.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly

2. Accounting policies (continued)

2.4 Expenditure (continued)

to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Short-term leasehold property	-	33%
Fixtures and fittings	-	33%
Office equipment	-	33%

2.7 Debtors

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

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments.

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

2. Accounting policies (continued)

2.10 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2.11 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

2.12 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

2.13 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 Company and which have not been designated for other purposes.

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

Investment income, gains and losses are allocated to the appropriate fund.

2.14 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Company's accounting policies, which are described above, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects the current and future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

3. Income from donations and legacies

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Donations	-	212,152	212,152	57,500
Grants	690,000	587,558	1,277,558	1,097,462
	690,000	799,710	1,489,710	1,154,962
Total 2025	694,723	460,239	1,154,962	

In addition to the Restricted grant funders detailed on page 4 in the Trustees' report, the Charity received unrestricted grants from the following funders, which are included within total unrestricted grants:

£465,000 from the Hadley Trust
£100,000 from the Esmee Fairbairn Foundation
£75,000 from the Jongen Charitable Trust
£50,000 from the Aurum Trust

4. Income from charitable activities

	Unrestricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Consultancy contracts and fees	146,503	146,503	177,669
Total 2025	177,669	177,669	

Income from consultancy contracts is derived from research projects and consultancy services of a contract nature that the charity has undertaken to promote evidence-based justice policy reforms.

5. Investment income

	Unrestricted funds 2026 £	Total funds 2026 £	Total funds 2025 £
Bank interest	5,262	5,262	-

6. Analysis of expenditure by activities

	Activities undertaken directly 2026 £	Support costs 2026 £	Total funds 2026 £	Total funds 2025 £
Research and dissemination	1,232,966	404,807	1,637,773	1,242,451
Total 2025	932,643	309,808	1,242,451	

Analysis of direct costs

	Total funds 2026 £	Total funds 2025 £
Wages and salaries	859,225	740,046
Consultancy	257,106	119,679
Other direct costs	110,091	68,615
Training	6,544	4,303
	1,232,966	932,643

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2026 £	Total funds 2025 £
Staff costs	103,102	81,230
Depreciation	11,703	14,627
Office costs	41,707	27,429
Recruitment, health & safety and staff welfare	79,933	38,863
Insurance	4,777	2,870
Rent and rates	60,604	62,366
Travel and subsistence	64,604	48,805
Sundry expenses	6,592	7,699
Subscriptions	18,190	15,387
Governance costs	13,595	10,532
	404,807	309,808

7. Auditors' remuneration

	2026 £	2025 £
Fees payable to the Company's auditor for the audit of the Company's annual accounts	7,800	7,500

8. Staff costs

	2026 £	2025 £
Wages and salaries	783,764	686,409
Social security costs	97,226	66,516
Contribution to defined contribution pension schemes	81,337	68,351
	962,327	821,276

8. Staff costs (continued)

The average number of persons employed by the Company during the year was as follows:

	2026 No.	2025 No.
Employees	20	18

All employee time is involved in providing either direct or support services to the charitable activities of the Company.

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2026 No.	2025 No.
In the band £60,001 - £70,000	1	1
In the band £70,001 - £80,000	1	-
In the band £80,001 - £90,000	-	1

The total amount of employee benefits received by key management personnel was £191,922 (2025: £180,761).

9. Trustees' remuneration and expenses

During the year, Geraldine O'Hare was paid remuneration of £721 (2025: £Nil) by the Charity. This related to consultancy services provided on court reform.

Trustees received no other remuneration or other benefits.

During the year ended 31 March 2026, travel expenses incurred to attend meetings and workshops totalling £5,443 (2025: £7,656) were reimbursed or paid directly to 13 Trustees (2025: 12 Trustees).

10. Tangible fixed assets

	Short-term leasehold property £	Fixtures and fittings £	Office equipment £	Total £
Cost				
At 1 April 2025	7,683	14,877	82,722	105,282
Additions	-	-	6,449	6,449
At 31 March 2026	7,683	14,877	89,171	111,731
Depreciation				
At 1 April 2025	2,752	12,819	68,854	84,425
Charge for the year	2,561	1,029	8,113	11,703
At 31 March 2026	5,313	13,848	76,967	96,128
Net book value				
At 31 March 2026	2,370	1,029	12,204	15,603
At 31 March 2025	4,931	2,058	13,868	20,857

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026

11. Debtors: Amounts falling due within one year

	2026 £	2025 £
Trade debtors	6,237	-
Other debtors	24,569	17,296
Prepayments and accrued income	34,023	47,155
	64,829	64,451

12. Current asset investments

	2026 £	2025 £
Cash investments	255,262	-

13. Creditors: Amounts falling due within one year

	2026 £	2025 £
Trade creditors	4,196	-
Other taxation and social security	25,005	17,928
Other creditors	5,373	5,939
Accruals and deferred income	59,360	35,610
	93,934	59,477

14. Statement of funds

Statement of funds - current year

	Balance at 1 April 2025 £	Income £	Expenditure £	Transfers in/out* £	Balance at 31 March 2026 £
Unrestricted funds					
General Funds - all funds	571,717	841,765	(937,423)	33,134	509,193
Restricted funds					
Court reform	47,744	94,500	(83,582)	-	58,662
Pre-court disposals	74,136	153,537	(143,308)	-	84,365
Problem-solving courts	33,134	2,725	(2,725)	(33,134)	-
Smarter Sentencing	54,273	27,620	(27,896)	-	53,997
Women in justice	13,787	271,676	(269,662)	-	15,801
Common Ground Justice	22,534	249,652	(173,177)	-	99,009
	245,608	799,710	(700,350)	(33,134)	311,834
Total of funds	817,325	1,641,475	(1,637,773)	-	821,027

14. Statement of funds (continued)

*In previous years, funds for Problem-solving courts were topped up using unrestricted funds to ensure the connected work could be satisfactorily carried out. Now that these projects are complete, residual excess funds have been transferred back to general unrestricted funds.

Purposes of restricted funds

The purposes of the restricted funds are summarised below. Further details on the objectives and achievements of restricted funds are provided in the Trustees' report.

Court reform
These funds are used to promote evidence based court reform research to improve procedural fairness in court. The charity also provides Community Advice services, including the running the service in Highbury Corner magistrates' court, where the charity worked with over 150 court users to help them access the support they need relating to housing, benefits support and mental health issues.

Pre-court disposals
These funds are used to improve the use and effectiveness of pre-court disposals as an evidence-based way of addressing low-level criminal behaviour, while minimising the collateral consequences of prosecution on people's future life chances.

Problem-solving courts
These funds are used to help practitioners implement evidence-led problem-solving approaches, in particular supporting the 16 Family Drug and Alcohol Courts, which work with families to overcome the substance misuse, mental health and domestic abuse problems which lead to their children being at risk of serious harm.

Smarter sentencing
These funds are used to promote evidence-based practice in sentencing across the UK where crime is proportionately punished, the harm caused by crime is repaired, victims feel listened to and protected, systemic racial disparities are tackled, and where people who have offended are given the chance to turn around their lives.

Women in justice
These funds are used to research and implement gender-specific responses for women in the justice system, especially around violence against women and girls. This includes supporting practitioners to deliver gender-responsive interventions and victim services, traumainformed practice and ensuring policy change recognises the distinct needs of women and girls.

Common Ground Justice
The Common Ground Justice Project aims to find a better balance between different perspectives on crime and justice. The project is uncovering a new way forward – towards a justice system that makes communities safer while restoring public confidence and trust in the system. The Centre for Justice Innovation is acting as an incubator for the project.

14. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2024 £	Income £	Expenditure £	Balance at 31 March 2025 £
Unrestricted funds				
General Funds - all funds	607,633	872,392	(908,308)	571,717
Restricted funds				
Court reform	34,264	94,500	(81,020)	47,744
Pre-court disposals	21,014	168,625	(115,503)	74,136
Problem-solving courts	33,134	-	-	33,134
Smarter Sentencing	34,947	45,000	(25,674)	54,273
Women in justice	(3,847)	94,614	(76,980)	13,787
Common Ground Justice	-	57,500	(34,966)	22,534
	119,512	460,239	(334,143)	245,608
Total of funds	727,145	1,332,631	(1,242,451)	817,325

15. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2026 £	Restricted funds 2026 £	Total funds 2026 £
Tangible fixed assets	15,603	-	15,603
Current assets	587,524	311,834	899,358
Creditors due within one year	(93,934)	-	(93,934)
Total	509,193	311,834	821,027

15. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	20,857	-	20,857
Current assets	610,337	245,608	855,945
Creditors due within one year	(59,477)	-	(59,477)
Total	571,717	245,608	817,325

16. Reconciliation of net movement in funds to net cash flow from operating activities

	2026 £	2025 £
Net income for the year (as per Statement of Financial Activities)	3,702	90,180
Adjustments for:		
Depreciation charges	11,703	14,627
Dividends, interests and rents from investments	(5,262)	-
Decrease in debtors	228	30,027
Increase in creditors	33,851	19,480
Net cash provided by operating activities	44,222	154,314

17. Analysis of cash and cash equivalents

	2026 £	2025 £
Cash in hand	834,529	791,494
Total cash and cash equivalents	834,529	791,494

18. Analysis of changes in net debt

	At 1 April 2025	Cash flows	At 31 March 2026
	£	£	£
Cash at bank and in hand	791,494	(212,227)	579,267
Current asset investments	-	255,262	255,262
	791,494	43,035	834,529

19. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. Contributions payable by the charity to the fund amounted to £5,373 (2025: £5,936) at the balance sheet date and are included in creditors.

20. Operating lease commitments

At 31 March 2026 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2026	2025
	£	£
Not later than 1 year	26,427	25,170