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REGISTERED COMPANY NUMBER: 08261562 (England and Wales)
REGISTERED CHARITY NUMBER: 1207777



Alliance for Youth Justice

Annual Report

Report of the trustees and unaudited financial statements for the year ended 31 December 2025

Accounts independently examined by Grant Harrod Lerman Davis LLP - Chartered Accountants

Alliance for Youth Justice, Bootstrap Company, The Print House, 18-22 Ashwin Street, London E8 3DL
E: info@ayj.org.uk | W: www.ayj.org.uk | Twitter: @the_AYJ
Charity number: 1207777 | Company No: 08261562

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The Alliance for Youth Justice

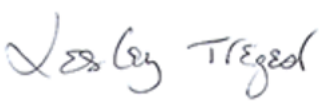
Report of the Trustees for the year ended 31 December 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2025. The trustees have adopted the provisions of 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).

Reference and administrative details

Registered Company number	08261562 (England and Wales)
Registered Charity number	1207777
Registered office	Bootstrap Company, The Print House, 8-22 Ashwin Street, London, E8 3DL
Trustees	Chris Bath Tony Book (resigned 29.9.2025) Shadae Cazeau Anne-Marie Day John Drew (resigned 18.6.2025) Ahmed Ibrahim (resigned 29.9.2025) Ian Langley Emmanuel Onapa Lesley Tregear (Chair) Emma Slater (appointed 20.10.2025) Heena Mohammed (appointed 29.9.2025) Caroline Liggins (appointed 20.10.2025) Lucy Knell Taylor (appointed 20.10.2025) Parvinder Kaur Klair (appointed 29.9.2025)
Chief Executive Officer and Company Secretary	Jess Mullen
Independent Examiner	Jeremy Harrod FCCA Grant Harrod Lerman Davis LLP - Chartered Accountants 1st Floor, Healthaid House, Marlborough Hill, Middlesex, HA11UD

Approved by order of the board of trustees on 1 July 2026 and signed on its behalf by:



Lesley Tregear
Chair

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Foreword

Lesley Tregear, Chair of Trustees



We are delighted to share the Alliance for Youth Justice's (AYJ) Annual Report for 2025. This year marked a significant milestone as the final chapter of our 2022–2025 strategic period. Over the past twelve months, we have reviewed our long-term impact while laying the groundwork to refresh our future direction, ensuring we continue to build a society that promotes social justice and enables all children to reach their full potential.

The year 2025 has been a period of purposeful consolidation, deep reflection, and active influence. Navigating a changing legislative environment, we have proactively held the government and decision-makers to account across our core policy priorities: keeping children safe, advancing racial justice, and ensuring custody as a last resort. Driven by our cornerstones—the frontline practice expertise of our members, robust evidence-based research, and the vital insight from youth voice—our influencing has helped ensure that upcoming youth justice reforms are poised to take steps in the right direction. However, we know that these initial commitments are only a starting point, and we must continue pushing robustly for the bold, systemic transformation that children truly need.

Our strength remains entirely rooted in our coalition. By the close of 2025, our alliance included 80 member organisations. We are particularly heartened to have further diversified our network this year; six of our eight newly welcomed members are organisations led "by and for" communities experiencing racism. In tandem, we have prioritised the retention of members considering the financial barriers faced by grassroots groups, advocating for larger organsiations not specifically focused on children in contact with the justice system to fulfil their responsibilty to this very vulnerable group of children through membership of the AYJ, and sharing critical insights across a wider network of nearly 1,000 stakeholders.

This year also brought important evolutions to our governance and leadership. We said goodbye and offered our gratitude to two long standing board members Tony Brook and John Drew who have both made huge contributions to the work of the AYJ over the years. Following a robust recruitment process designed to further strengthen our board, we were thrilled to welcome five new trustees who bring vital skills in governance, finance, and policy influencing, while significantly increasing the representation of racially minoritised people, women, and younger perspectives within our leadership.

We secured multi-year funding to work in partnership with the Co-op Foundation to bolster our efforts against child imprisonment, and our CEO, Jess Mullen, completed the *Further Faster* anti-racist leadership programme, which has deeply informed our strategic planning and organisational culture.

As we look ahead to 2026, the AYJ is poised to launch its new strategic approach, redefining our vision, mission, and purpose to focus unswervingly on long-term transformational impact. This upcoming year will also mark my final chapter with the organisation; as I intend to stand down as Chair of the Board of Trustees in 2026 and we will begin the process to recruit and appoint a new Chair to lead the board into this exciting next strategic period.

Finally, I want to express my deepest gratitude to our dedicated members, our generous funders, our staff team, and my fellow trustees. Your unwavering commitment and collaboration continue to fuel our collective power to drive transformative, child-centred change across the youth justice system.

Lesley Tregear

Chair of Trustees

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Objectives and Activities

The Trustees have referred to the Charity Commission's guidance on public benefit when reviewing aims and objectives and planning future activities. Through the pursuit of our mission to build a society that promotes social justice and enables all children to fulfil their potential our activities aim to stop costly cycles of harm and offending that impact children, their families and wider communities.

Charitable Objects

The Alliance for Youth Justice (AYJ) aims to benefit the public by achieving our aims as set out in our constitution. These are:

- The promotion of the sound administration of the law and the promotion of human rights for children (as set out in the Universal Declaration of Human Rights, the United Nations Convention on the Rights of the Child and other relevant United Nations Conventions and Declarations) in the youth justice sector in England and Wales, in particular but not exclusively, by:
  - 3.1.1 the provision of education and training in the youth justice sector, of stakeholders and of the public; and
  - 3.1.2 conducting and disseminating research into children and young people's involvement with and experiences of the youth justice system, and the causes of children and young people offending;
- The prevention of crime for the public benefit by working to support the youth justice system in its principal aim of preventing offending by children and young people including by educating, raising awareness and conducting and disseminating research.

Vision

A society that promotes social justice and enables all children to reach their full potential.

Mission

We advocate for and with children to drive positive change in youth justice.

Purpose

We bring together the expertise of our members and provide ways for them to collectively shape decision-making.

The Alliance for Youth Justice works to improve youth justice in England and Wales, for the benefit of children, young people, and society.

We do this by:

- ***Increasing understanding and knowledge, offering advice and raising awareness***
  Promoting widespread understanding about the underlying causes of children coming to the attention of the criminal justice system through research, education and training, awareness-raising and advising the agencies responsible.
- ***Promoting and advocating for the human rights of children at risk of entering, or within, the youth justice system, and monitoring its performance against these standards***
  A distinct, child-focused system that upholds rights and promotes wellbeing.
- ***Challenging all forms of discrimination affecting children at risk of entering, or within, the youth justice system***
  Recognising that children face a range of personal and structural disadvantages which must be addressed throughout their lives to ensure that they are treated fairly.

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- ***Promoting a focus on child-centred approaches and positive long-term outcomes***
  Advocating for systems, services and support focused on enabling children at risk of entering, or within, the youth justice system, to reach their full potential.
- ***Working to reduce the criminalisation of children and end child imprisonment***
  Promoting maximum diversion from the formal criminal justice system and deprivation of liberty only ever as a last resort.
- ***Facilitating meaningful participation in influencing policy***
  Providing ways for children, young people and the organisations supporting them to shape decision-making.

Strategic objectives 2022-2025

1. Improve systems, services, and support
2. Develop evidence-based solutions
3. Strengthen our membership
4. Amplify young people's voices
5. Be a more effective organisation

Values

Collaborative: as an alliance, we believe that our collective influence is far greater than the sum of its parts. Our network is underpinned by a collaborative approach and aims to develop new partnerships to further our objectives. We recognise that there is not a level playing field when it comes to delivery of services.

Child-centred: we amplify the views of children and young people and centre their interests, rights, and wellbeing. Rather than promoting a particular service or intervention, we press for change in the best interests of children and young people. We recognise difference and that not all under 18's are impacted in the same way and that racial disproportionality exists in criminal justice system.

Anti-discrimination: we work to ensure that equity and anti-discrimination informs all thinking about youth justice and our own work as an alliance. We recognise the impact of discrimination and stand up against the oppressive structures, attitudes and actions that create disadvantage in society.

Credible: our work is informed by robust research, data, and analysis. We work with our networks to develop the evidence-base to inform long-term solutions, rooted in the experience of our members and the children and young people they work with.

Independent: we believe in the importance of speaking truth to power and holding the government to account. We do not accept government funding or deliver government-commissioned work. We recognise the lack of trust that many of our communities have in institutions that have continued to fail them.

Tenacious: strongly committed to our principles, we have courage in advocating for change and we don't give up. Our principles around anti-racism and youth justice are non-negotiable.

Cornerstones

The Alliance for Youth Justice is a membership organisation encompassing a range of organisations, as well as working with associates and children and young people, to bring together our cornerstones of ***practice expertise, youth voice, research and evidence*** with our values. At the end of the reporting year we had 80 members and 11 associates. A full list of current members can be found at https://www.ayj.org.uk/our-members. During the year we have worked through our members to ensure our work is informed by the voices of children and young people and sought funding for phase 2 of our Young Advocates project.

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Our activities, achievement and performance in 2025

Improving systems, services and support

Throughout the year, we actively pursued key policy recommendations to drive systemic transformation across the youth justice system, focusing on our core priorities co-produced with members: racial justice, custody as a last resort, and keeping children safe. Our targeted advocacy successfully shifted the national agenda, securing government commitment to forthcoming youth justice reforms in 2026, gaining ministerial commitment to develop a dedicated race disparities plan, and shaping provisions within the Crime and Policing Bill.

Our Impact in Numbers

- **66** meetings convened with key decision-makers and influencers.
- **2** major reports published.
- **13** formal policy responses, evidence submissions, or expert commentaries delivered.

Realising Custody as a last resort

A significant portion of our work focused on calling for an ambitious review of child sentencing to ensure custody is used only as a genuine last resort, for the shortest time possible, and to tackle systemic disparities. The impact of this sustained influencing was realised at the end of the year, when the government confirmed that youth justice reforms will be brought forward in 2026. This upcoming legislation heavily features our core priorities, embedding not only sentencing reform but also other areas of our targeted influence: a review of out-of-court resolutions and the criminal records framework.

Alongside these long-term reform efforts, we consistently highlighted the ongoing crisis within the secure estate. We published a comprehensive vision for an effective youth custody strategy, submitted expert evidence to the Justice Select Committee's inquiry into *Ending the Cycle of Reoffending*, and issued 10 targeted position statements responding to deteriorating conditions in custody.

Additionally, we contributed to Susannah Hancock's independent review of girls in custody. While the government's formal response fell short of full implementation, we secured a seat as an independent advisor on the new Girls in Youth Justice Advisory Board to guide initial commitments and advocate for bolder, systemic action.

Advancing racial justice

We maintained continuous pressure on the government to confront the stark racial disproportionality and inequity embedded in the youth justice system.

- **Political commitments:** At our January 2025 members' meeting, the then Youth Justice Minister, Nic Dakin MP, committed to developing a dedicated plan to tackle race disparities in youth justice, followed by a stakeholder roundtable.
- **Holding power to account:** While momentum was slower than hoped and interrupted by the September cabinet reshuffle, we engaged the new ministerial team to emphasise the urgency of this plan and hold the Ministry of Justice (MoJ) accountable to its original commitment.
- **Challenging harmful policies:** In April, the government authorised the use of PAVA spray in Young Offender Institutions (YOIs). This decision ignored repeated warnings from the sector based on evidence from the adult estate, that such measures risked disproportionate use against racialised children. In response, we swiftly convened a coalition of organisations to publicly condemn the decision and advocate for safer, equitable alternatives.

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Keeping children safe

To keep children safe from harm and prevent unnecessary entry into the youth justice system, we focused on influencing early intervention and legislative frameworks throughout the year:

- **Informing prevention partnerships:** We engaged closely with the Home Office and the Ministry of Justice to feed in cross-sector views, informing the proposed structure and purpose of new prevention partnership and panel pilots.
- **Tackling child criminal exploitation (CCE):** Drawing on evidence from our work on CCE and the critical transition as children turn 18, we collaborated with leading sector partners—including Action for Children, Barnardo's, Catch-22, ECPAT, the NSPCC, and The Children's Society—to contribute to joint briefings on the CCE elements of the Crime and Policing Bill.
- **Influencing youth diversion orders:** We convened a group of members—including Action for Race Equality, Justice, M-Legal, and Maslaha—to directly influence proposals for Youth Diversion Orders within the Crime and Policing Bill, focused on ensuring crucial safeguards, so that these new orders do not widen the net of children drawn into the justice system or inadvertently worsen racial disproportionality.

Supporting our membership

Our focus this year has been on building a more diverse, resilient coalition capable of driving real policy change. By diversifying our membership and creating direct channels to government ministers, we have bridged the gap between frontline practice and national legislation.

Growth and diversity

By the end of 2025, our alliance included 80 members spanning the children's, justice, youth work, and community sectors. We were delighted to welcome eight new organisations to our network: Afruca, Khady's Dream, Maslaha, Mlegal, The Mulberry Bush, Spark2Life, Voyage Youth, and the Youth Endowment Fund.

We are particularly proud of our ongoing efforts to diversify our network and amplify the voices of those most impacted by the youth justice system; six of these eight new member organisations are led "by and for" communities experiencing racism.

While celebrating this growth, we also paid close attention to retention. For the members who chose not to renew, we actively sought to understand their challenges. Many organisations reported financial constraints or a loss of dedicated youth justice funding. We are currently exploring new avenues to ensure financial hardship never acts as a barrier to membership, especially for vital frontline and grassroots groups. For organisations shifting their strategic focus away from youth justice, we have continued to advocate for the necessity of a holistic approach to children's needs, demonstrating how alignment with the AYJ directly supports that commitment.

Member engagement in numbers

- **3** member's meetings
- **8** expert group meetings
- **12** blogs published.
- **26** newsletters shared

Fostering collaboration and sector networks

Our member meetings served as vital touchpoints for the sector this year. Of our three key meetings, two were held in person and featured direct engagement with the Minister for Youth Justice, alongside other high-level decision-makers and sector influencers.

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In tandem, our expert working groups met regularly and collaborated digitally. These spaces provided members with direct channels to influence policy, share real-time learning, and shape our influencing across our main policy priorities.

Sharing information and perspectives

We continue to act as a central information hub for the sector. Through 26 bi-weekly newsletters, we regularly reached nearly 1,000 stakeholders across the youth justice landscape—disseminating member updates, policy developments, fresh research, and critical commentary.

Over the course of the year, we published 12 blogs to platform our members' frontline expertise and highlight innovative practice. These included:

- **Kinetic Youth:** Exploring the transformative role of professional youth work within the secure estate.
- **The Children's Society:** Spotlighting their critical interventions with children experiencing child criminal exploitation (CCE).

As part of our partnership with the Co-op Foundation highlighting the impact of youth custody, we engaged 20,249 Co-op members through an online quiz.

The quiz was designed to gauge Co-op member perspectives while sharing key insights about the realities of child imprisonment. We opened with a simple question: *"Do you think prison is appropriate for children?"* Initially, 42% of respondents answered no.

Participants were then invited to explore the topic further through a series of follow-up questions. Of the total engaged, 10,300 members completed the entire quiz.

By the end, when asked the opening question again, we saw a **16% increase** in the number of members who agreed that prison is not appropriate for children—demonstrating just how powerful raising awareness on this issue can be.

Developing evidence-based solutions

We published the final major report in our Barrow Cadbury Trust-funded series on young people transitioning through the criminal justice system and used its findings to influence policy and legislation.

The report, *From Exploited to Exploiter? Preventing the Unjust Criminalisation of Victims of Child Criminal Exploitation in the Transition to Adulthood*, examines what happens when exploited children turn 18. It explores how safeguarding and criminal justice responses often fail to keep pace with ongoing risk and harm, while setting out practical principles to extend protection into young adulthood and prevent the unjust criminalisation of victims.

We shared these findings and recommendations during a webinar attended by 120 sector professionals. Crucially, we have also used this evidence to shape our influencing work on the Crime and Policing Bill and our submission to the Home Office consultation on identifying victims of modern slavery.

Amplify young people's voices

This year, we joined the Child-Centred Youth Justice Network, collaborating with partners across the sector to embed child-centred practice and participation rights throughout the youth justice system.

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Alongside this, we continued our vital work ensuring that the voices we platform include children and young people with lived experience of, or at risk of contact with, the system. Key highlights included:

- **Adam Elliot:** A piece by an AYJ Young Advocate alumnus and founder of *The Long Game*, focusing on the transformative power of peer-led youth work.
- **Abianda:** Spotlighting the vital impact of their Young Women's Advisory Board in their specialist support for criminally exploited girls.

While our efforts to secure dedicated funding for Phase 2 of our Young Advocates project were unfortunately unsuccessful this year, our commitment remains unchanged. We will continue to actively pursue the resources needed to drive this project forward.

Be a more effective organisation

Strategic development

As 2025 marked the final year of our strategic cycle, we launched a comprehensive review of our impact to shape our future strategic approach. Supported by Justice Futures and Funder Plus capacity building from the Esmée Fairbairn Foundation, we undertook an extensive consultation process to ensure our next chapter is rooted in diverse, sector-wide perspectives:

- **System influencers:** Conducted targeted, one-to-one consultations with key external decision-makers.
- **The AYJ membership:** Gathered widespread insights through a comprehensive member survey and a dedicated strategy workshop.
- **Specialist leaders:** Facilitated deep-dive discussions with partners and member organisations led "by and for" racially minoritised communities.
- **Youth voice:** Hosted a collaborative workshop with alumni of our Young Advocates programme to ensure youth voice remains at the heart of our strategy.
- **Internal governance:** Convened the AYJ board and staff team for a dedicated strategic away day.

Further embedding our commitment to anti racist and anti oppressive ways of working into our core operations, our CEO completed the ACEVO and Voice4Change *Further Faster* anti-racist leadership programme. The insights gained from this training have fundamentally informed our strategic planning and organisational culture.

Improving our sustainability

Our advocacy received a significant boost this year with new three year funding from the Co-op Foundation. This vital investment will directly support our ongoing influencing to ensure that custody is only ever a last resort for children.

Board diversity

We were delighted to welcome five new trustees to the AYJ board. These individuals bring a wide range of experience, including youth justice, governance, finance, and influencing. These new appointments followed a comprehensive recruitment process, designed to strengthen our governance, reflect the diversity of the members we work alongside, and ensure we have the right mix of skills on our board. We're proud to have increased the representation of racially minoritised people, women, and age diversity on our board as a result.

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Looking Ahead: Priorities for 2026

In 2026, we will launch our new strategic approach and ensure our internal staffing structure is best placed to deliver this. This will include:

- a redefinition our Vision, Mission and Purpose to focus on long-term impact rather than ways of working.
- maximising opportunities to continue to influence at a policy level where we assess them to be worthwhile.
- testing approaches to deepen our work that seeks to affect change through strengthening community and civil society influence and shifting power relations.
- exploring how we might make additional impact through influencing change to the public agenda and beliefs and attitudes.

The government is also expected to set out a major program of reform for the youth justice system in 2026. We hope to see the direct impact of our recent advocacy embedded within these plans, and we will continue to robustly engage with decision-makers to ensure reforms prioritise racial justice, treat custody as a last resort, and keep children safe through robust prevention and diversion.

Alongside this legislative engagement, and in line with our new strategic approach, we will explore innovative ways of working and new partnerships to affect transformative change—particularly within our racial justice work, where systemic progress has historically been so difficult to secure.

Finally, our current Chair of the Board of Trustees, Lesley Tregear, intends to stand down in 2026. We will launch a comprehensive recruitment process to appoint a new Chair to lead the board as we enter this next exciting strategic period.

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Structure, governance and management

Our governance

The charity is controlled by its governing document, a deed of trust, and constitutes a company, limited by guarantee, as defined by the Companies Act 2006 as well as a registered charity.

The charity is governed by a Board of Trustees. Trustees are elected at the Annual General Meeting. Trustees delegate day-to-day running of the charity to the Chief Executive Officer who manages and supports a small team of 1.6 staff. The Chief Executive Officer reports on operational performance through the Chair and financial performance through the Treasurer and financial sustainability subcommittee to the Board. At each board meeting Trustees consider financial and fundraising reports, a risk register and progress towards the AYJ business plan.

The Board currently has two permanent subcommittees:

- Finance Sustainability Committee
- Equity, Diversity and Inclusion Committee

All subcommittees operate under terms of references approved by the Board. They meet quarterly and feed into board meetings.

Risk management

The Board maintains a detailed risk register, which was reviewed during the year. The major risks to which the charity is exposed have been considered, with particular focus on events that would seriously impede its operations. Steps to mitigate risks are summarised below.

AYJ’s treasurer is a qualified chartered accountant. Financial records are maintained on a secure cloud-based system. Monthly, accounts are reconciled, and cash flow and budget are monitored. Management accounts are reviewed by the Board quarterly. Payroll is calculated by an external company. AYJ has dual authorisation for all bank payments. AYJ is annually subjected to an Independent Examination by external accountants.

To preserve AYJ's reputation, the charity exercises great care to ensure that communications are factually accurate and in line with organisational policy.

Roles and responsibilities are clearly defined by the Board in writing and reviewed annually. Rules for the appointment and retirement of Board members are clearly defined in the governance document. New trustees sign a formal agreement covering conflicts of interest.

AYJ complies with data protection law. Data is held within the secure cloud-based systems which are compliant with data protection legislation. Where required, physical copies of information are stored in secure storage units.

Appropriate insurance policies are in place and are reviewed annually.

The primary risks are: loss of income (inability to secure charitable grants; reducing membership numbers); and the loss of staff members. These risks are mitigated via our reserves policy, annual reviews of membership fees and seeking multi-year grants.

Remuneration policy

Remuneration policy is guided by the need to attract and retain the skills and experience required for the running of the organisation, fairness in the context of the market and affordability. The AYJ is proud to support the Living Wage. Pay is reviewed annually and any increases determined by affordability and financial sustainability, the retail and consumer price indexes and the level of other pay settlements. Pay reviews are recommended by the Chief Executive Officer and subject to approval by the board.

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Financial Review

Financial performance

The results for the year ending 31 December 2025 are set out in the attached Financial Statements on page 16.

Total income for the year was £175,506 (2024: £147,260). Expenditure for the year was £163, 520 (2024: £144,039). The surplus for the year was thus £11,986 (2024: £3,221). The Fund balances carried forward at 31 December 2025 totalled £114,694 (2024: £102,708) of which £100,414 were unrestricted as to use (2023: £80,367).

Membership income saw a reduction this year, decreasing from £12,260 in 2024 to £8,572 in 2025. This decrease reflects a combination of lower membership subscription renewals in 2025 and the necessary write-off of some unpaid subscriptions from the 2024 financial year. This drop also reflects shifts in our membership profile, following the departure of a few large organisations and the arrival of smaller groups who naturally pay lower fee bands.

As detailed in the Supporting our Membership section of this report, the non-renewals primarily stem from the broader financial constraints and loss of dedicated youth justice funding affecting our member organisations, as well as shifts in their strategic focus. The AYJ is actively addressing this by exploring new avenues to prevent financial hardship from becoming a barrier to membership, particularly for vital frontline and grassroots groups. We are also actively encouraging larger organisations with a broader children's rights and welfare agenda to sustain their membership with the AYJ, even if youth justice isn't their primary focus, as a vital way of fulfilling their broader responsibility to this vulnerable group of children.

Reserves policy

The AYJ aims to maintain free unrestricted reserves of between a minimum of three and up to six months operating costs.

- to provide a level of working capital that protects the continuity of its core work;
- to provide a level of funding for unexpected opportunities;
- to provide cover for risks such as unforeseen expenditure or unanticipated loss of income.

The board of trustees review the above criteria annually with reference to the AYJ's strategy and annual plan and determine the target level of free reserves to meet these.

At the end of this financial year, our free unrestricted reserves stood at 6.98 months of operating costs, which sits slightly above our target upper limit. Far from representing an over-accumulation of funds, this position reflects a deliberate, prudent approach to an uncertain financial year ahead.

Without securing additional funding, our projected expenditure is expected to draw these reserves down significantly over the coming twelve months, reducing them to approximately 4 months of operating costs. The Trustees are therefore comfortable with the current level, viewing it as a vital buffer that secures our immediate stability. Should additional funds be secured during the year, our delivery and expenditure will be adjusted accordingly to maximise our impact while bringing our reserves back in line with our long-term target band.

Fundraising

The charity did not engage external support for fundraising during the year. No complaints have been received in respect of the charity's fundraising activities during the financial year.

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Funders and supporters

We are extremely grateful to all our funders whose generosity allowed us to deliver our work in 2024:

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Independent Examiner's Report to the Trustees of The Alliance for Youth Justice

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 December 2025.

Responsibilities and basis of report
As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

Independent examiner's statement
I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

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

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

Signed by:
Jeremy Harrod
262DD0BCF0214FB...

Jeremy Harrod FCCA

Grant Harrod Lerman Davis LLP
Chartered Accountants
Second Floor, Kirkland House
11-15 Peterborough Road
Harrow
Middlesex
HA1 2AX

Date: 2 July 2026

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Statement of Financial Activities for the year ended 31 December 2025

	Notes	Unrestricted fund £	Restricted funds £	2025 Total funds £	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies		115,000	51,934	166,934	135,000
Charitable activities					
Charitable activities		8,572	-	8,572	12,260
Total		123,572	51,934	175,506	147,260
EXPENDITURE ON					
Charitable activities					
Charitable activities		103,525	59,995	163,520	144,039
NET INCOME/(EXPENDITURE)		20,047	(8,061)	11,986	3,221
RECONCILIATION OF FUNDS					
Total funds brought forward		80,367	22,341	102,708	99,487
TOTAL FUNDS CARRIED FORWARD		100,414	14,280	114,694	102,708

The notes form part of these financial statements

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Balance Sheet 31 December 2025

	Notes	Unrestricted fund £	Restricted funds £	2025 Total funds £	2024 Total funds £
CURRENT ASSETS					
Debtors	5	-	-	-	4,075
Cash at bank		110,351	14,280	124,631	100,347
		110,351	14,280	124,631	104,422
CREDITORS					
Amounts falling due within one year	6	(9,937)	-	(9,937)	(1,714)
NET CURRENT ASSETS		100,414	14,280	114,694	102,708
TOTAL ASSETS LESS CURRENT LIABILITIES		100,414	14,280	114,694	102,708
NET ASSETS		100,414	14,280	114,694	102,708
FUNDS	7				
Unrestricted funds				100,414	80,367
Restricted funds				14,280	22,341
TOTAL FUNDS				114,694	102,708

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2025.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2025 in accordance with Section 476 of the Companies Act 2006.

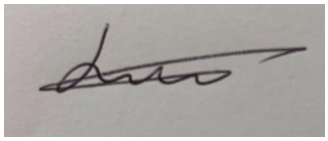
The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

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

The financial statements were approved by the Board of Trustees and authorised for issue on 1 July 2026 and were signed on its behalf by:



Emma Slater - Treasurer

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Notes to the Financial Statements for the year ended 31 December 2025

1. Accounting policies

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 December 2025 nor for the year ended 31 December 2024.

Trustees' expenses

Trustees are not remunerated. £1,620 was reimbursed for directly incurred travel expenses and room hire for meetings to five trustees.

3. Staff costs

The average monthly number of employees during the year was as follows:

	2025	2024
Employees	3	2

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

	2025	2024
£60,001 - £70,000	1	1

continued...

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4. Comparatives for the statement of financial activities

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	115,000	20,000	135,000
Charitable activities			
Charitable activities	12,260	-	12,260
Total	127,260	20,000	147,260
EXPENDITURE ON			
Charitable activities			
Charitable activities	103,978	40,061	144,039
NET INCOME/(EXPENDITURE)	23,282	(20,061)	3,221
RECONCILIATION OF FUNDS			
Total funds brought forward	57,085	42,402	99,487
TOTAL FUNDS CARRIED FORWARD	80,367	22,341	102,708

5. Debtors: amounts falling due within one year

	2025 £	2024 £
Trade debtors	-	3,700
Other debtors	-	375
	-	4,075

6. Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	833	-
Accruals and deferred income	9,104	1,714
	9,937	1,714

continued...

Notes to the Financial Statements – continued for the year ended 31 December 2025

7. Movement in funds

	At 1.1.25 £	Net movement in funds £	At 31.12.25 £
Unrestricted funds			
General fund	80,367	20,047	100,414
Restricted funds			
Barrow Cadbury Trust	19,341	(19,341)	-
Garden Court	3,000	-	3,000
Co-op Foundation	-	11,280	11,280
	22,341	(8,061)	14,280
TOTAL FUNDS	102,708	11,986	114,694

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	123,572	(103,0525)	20,047
Restricted funds			
Barrow Cadbury Trust	10,400	(29,741)	(19,341)
Esme Fairbairn Foundation Funder Plus	8,200	(8,200)	-
Co-op Foundation	33,334	(22,054)	11,280
	51,934	(59,995)	(8,061)
TOTAL FUNDS	175,506	(163,520)	11,986

Comparatives for movement in funds

	At 1.1.24 £	Net movement in funds £	At 31.12.24 £
Unrestricted funds			
General fund	57,085	23,282	80,367
Restricted funds			
Paul Hamlyn Youth Fund	2,750	(2,750)	-
Barrow Cadbury Trust	29,353	(10,012)	19,341
Garden Court	3,000	-	3,000
Children in Need	7,299	(7,299)	-
	42,402	(20,061)	22,341
TOTAL FUNDS	99,487	3,221	102,708

continued...

Notes to the Financial Statements – continued for the year ended 31 December 2025

7. Movement in funds - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	127,260	(103,978)	23,282
Restricted funds			
Paul Hamlyn Youth Fund	-	(2,750)	(2,750)
Barrow Cadbury Trust	20,000	(30,012)	(10,012)
Children in Need	-	(7,299)	(7,299)
	20,000	(40,061)	(20,061)
TOTAL FUNDS	147,260	(144,039)	3,221

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.24 £	Net movement in funds £	At 31.12.25 £
Unrestricted funds			
General fund	57,085	43,329	100,414
Restricted funds			
Paul Hamlyn Youth Fund	2,750	(2,750)	-
Barrow Cadbury Trust	29,353	(29,353)	-
Garden Court	3,000	-	3,000
Children in Need	7,299	(7,299)	-
Co-op Foundation	-	11,280	11,280
	42,402	(28,122)	14,280
TOTAL FUNDS	99,487	15,207	114,694

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7. Movement in funds - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	256,352	(213,023)	43,329
Restricted funds			
Paul Hamlyn Youth Fund	-	(2,750)	(2,750)
Barrow Cadbury Trust	30,400	(59,753)	(29,353)
Children in Need	-	(7,299)	(7,299)
Esme Fairbairn Foundation Funder Plus	8,200	(8,200)	-
Co-op Foundation	33,334	(22,054)	11,280
	71,934	(100,056)	(28,122)
TOTAL FUNDS	328,286	(313,079)	15,207

The purpose of the funds are as follows:

Barrow Cadbury Trust
To improve young people's experiences of the transition from youth to adult justice services.

Children in Need
To support the delivery of the Young Advocates Project.

Co-op Foundation
To ensure custody is only used as a last resort in child cases by influencing politicians and other decision makers, legal practitioners, other criminal justice organisations and the wider public to help bring about the change we want to see.

Esme Fairbairn Foundation Funder Plus
To support strategy development.

Paul Hamlyn Youth Fund
To support a programme of lobbying and campaigning for reform of the youth justice system and to significantly develop the organisation.

Garden Court
To support costs for a membership internship.

8. Related party disclosures

There were no related party transactions for the year ended 31 December 2025.

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Detailed Statement of Financial Activities for the year ended 31 December 2025

	2025 £	2024 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Grants	166,934	135,000
Charitable activities		
Subscriptions	8,572	12,260
Total incoming resources	175,506	147,260
EXPENDITURE		
Charitable activities		
Wages	136,147	120,296
Project costs	15,989	9,095
	152,136	129,391
Support costs		
Management		
Travel and meeting costs	7	230
Website and email hosting cost	1,878	1,644
Rent	1,152	2,748
Other office costs	2,606	916
	5,643	5,538
Governance costs		
Insurance	619	572
Board and company costs	1,897	2,985
Bookkeeping costs	1,305	1,455
Legal fees	-	2,498
Accountancy and legal fees	1,920	1,600
	5,741	9,110
Total resources expended	163,520	144,039
Net income	11,986	3,221