

COMPANIES HOUSE

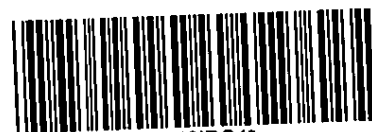
JSSC

Financial statements

For the year ended 31 March 2009



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COMPANIES HOUSE

Charity nos 107141

SC 38928

Company no 4826715

Company information

LEGAL AND ADMINISTRATIVE DETAILS

A Charitable Company Limited by Guarantee

Company registration number: 4826715

Charity registration numbers: 1107141
SC38928

Registered office: Centre Court
Atlas Way
SHEFFIELD
S4 7QQ

Chief executive: Alan Woods

Senior management team
Chief Executive (Alan Woods)
Director of Finance & Resources (Rachael Nevins)
Director of Research & Development (Lesley Dunlop)
Director of Policy & Communications (Felicity Winter)
Director of Operations (Amanda Ryalls)

Trustees and directors:
John Randall (Chair)
Robin Wilkinson (Vice Chair)
Ken Gilliver
Gill Henson
Walter MacGowan
Frances Mannsaker
Michael Selby
Joe Stewart
Vic Hogg
David Reardon
Angela O'Connor
William McKinlay
Alison Schofield
John Cooke
Peter Fahy
David Wood
Paul McKeever
Ian Latimer
Nicholas McCarthy
Shona Dunn
Steve McGuirk

JSSC**Financial statements for the year ended 31 March 2009**

Company information

Secretary: Timothy Statham

Bankers: NatWest
42 High Street
SHEFFIELD
S1 1QG

Solicitors: Taylor and Emmet
20 Arundel Gate
SHEFFIELD
S1 2PP

Auditors: Grant Thornton UK LLP
Registered Auditors
Chartered Accountants
2 Broadfield Court
SHEFFIELD
S8 0XF

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Report of the trustees

The trustees present their report and financial statements for the year ended 31 March 2009.

Directors

A schedule of directors and trustees who served during the year is included in the company information at the front of this report.

Structure, Governance and Management

JSSC (trading as Skills for Justice) is a company limited by guarantee with a Memorandum and Articles of Association. It became a registered charity on 7 December 2004 in England and Wales and in Scotland on 13 November 2007.

Trustees are drawn from throughout the Justice sector, representing the interests of those parts of the sector, as well as the organisation as a whole. They are appointed by a nominations committee. Board members are advised of their responsibilities as a trustee on appointment and are kept advised and updated on any changes in responsibilities that come into force during the year. There is a programme of training in place for trustees.

The Board and its committees set the strategic direction of the organisation and monitor progress against its plans. The Board meets formally four times a year and informally once a year at a Board Away Day. The Board has 3 Sub-Committees which report to it:

- Nominations Committee making recommendations in relation to Board appointments
- Finance and Audit Committee ensuring management maintains adequate internal controls; reviewing the work carried out by the external auditors and internal audit work; and reviewing the Financial Plan and Budget
- Remuneration Committee advising on annual pay reviews for the Chair, Chief Executive and senior staff

In addition, Country Groups for each of the countries of Scotland, Wales and Northern Ireland also report to the Board. Occupational Committees have been established relating to the main occupations in the Justice Sector.

Day to day management is delegated to a senior management team, consisting of the Chief Executive (Alan Woods), Director of Research & Development (Lesley Dunlop), Director of Policy & Communications (Felicity Winter), Director of Operations (Amanda Ryalls) and Director of Finance & Resources (Rachael Nevins).

The Board regularly reviews the major risks to which the company is exposed. Systems have been established to manage those risks, based on an active risk register. The Finance and Audit Committee regularly review the risk register.

Trustees and Directors

The trustees (who are also directors of the charitable company) are listed in the company information section. All served throughout the year except as stated below.

Jan Berry resigned from the Board on 31 May 2008
Jonathan Potts resigned from the Board on 3 June 2008
John A Cooke was appointed to the Board on 14 May 2008
Peter Fahy was appointed to the Board on 14 May 2008
Paul McKeever was appointed to the Board on 2 July 2008
Richard Cullen resigned from the Board on 10 September 2008
Andrew Cameron resigned from the Board on 10 September 2008
Rosemary Eagleson resigned from the Board on 31 October 2008
Ian Latimer was appointed to the Board on 3 December 2008
Nicholas McCarthy was appointed to the Board on 3 December 2008
Shona Dunn was appointed to the Board on 19 May 2009
Steve McGuirk was appointed to the Board on 19 May 2009

Report of the trustees

Objectives

Skills for Justice was licensed in April 2004 as the dedicated **Sector Skills Council (SSC)** for justice services. As a registered charity and company limited by guarantee, Skills for Justice works in partnership with employers, stakeholders and key partners across the whole of the Justice sector across the UK. Providing a coordinated approach to skills issues, Skills for Justice ensures that all those who work in the Justice sector are equipped with the right skills, at the right levels, to enable them to be productive, effective and efficient.

Skills for Justice has 65 employees working across the UK in the Sheffield Head office, Country offices in Northern Ireland, Scotland and Wales and field-based home workers.

Working together with its 24 partner SSCs, Skills for Justice forms part of the UK's employer-led network of Sector Skills Councils.

The four strategic objectives of the network of Sector Skills Councils are:

- to reduce skill gaps and shortages
- to improve productivity, business and public sector performance
- to increase opportunities to boost the skills and productivity of all those in the sector's workforce, including action on equal opportunities
- to improve learning supply, including apprenticeships, higher education and National Occupational Standards (NOS)

The Justice Sector

The Justice sector is central to the political and social environment in the UK and directly affects individuals' quality of life, sense of well being and security. In addition the existence of a safe and low-crime environment is critical to the UK economy. A wealth of diverse organisations in the sector, although operating to individual remits, work towards the same broad purpose – the creation and maintenance of a safe, just and stable society. More specifically the core, over-arching purpose of the justice system is to:

- reduce crime and re-offending
- protect people and contribute to the reduction and fear of crime, and
- support the administration of justice
- promote confidence in the justice system

The justice sector across the UK comprises more than half a million employees and volunteers, working with a wide range of public, private and voluntary organisations, delivering essential public services across the major strands of the justice system: Policing and Law Enforcement, Forensic Science, Community Justice, Court and Tribunal Services, Prosecution Services, Custodial Care and Youth Justice and more recently includes Fire & Rescue Services.

Whilst the justice system varies in different parts of the UK, there are common structural elements. Each nation has a core number of large statutory agencies supported by a significant and growing non-statutory sector, made up of third-sector organisations, and – mostly in the custodial care area – private sector businesses.

Report of the trustees

Vision, Mission and Priorities

Our Vision

Our vision is to be a *leading, recognised* Sector Skills Council delivering a *world-class skills agenda* for the justice sector.

This means that...

- We will be *leading* the skills agenda for our employers and the sector
- We will be *recognised* by our regulator and within the justice sector by employers, employees and volunteers
- We will help the sector to deliver *world-class skills*, drawing on examples of excellence from around the world and more widely share excellence developed in the UK
- We will deliver the *skills agenda* responding to government drivers, employer priorities and employee aspirations

Our Mission

We exist to:

- **Help** organisations and individuals in the justice sector deliver benefit to society by being significantly better skilled
- **Influence** policy makers to ensure that they take full account of workforce development needs in the justice sector

Strategic Priorities for 2008-09

Our strategic priorities and supporting top-level objectives for 2008-9 were:

1. To run an effective and efficient organisation; sustaining and developing Skills for Justice as a customer focused and dynamic organisation.

- To fully engage our customers in the governance and activities of Skills for Justice, working with us to set strategic direction, priorities and reviewing performance
- To have a sustainable approach to managing finance
- To develop and make best use of our people

2. To be the authoritative voice of employers and stakeholders and will influence UK Governments and Parliaments to take account of skills development in the Justice sector.

- To deliver sector Labour Market Intelligence and Information (LMI) that is trusted and well used
- To Promote the role and work of Skills for Justice, building awareness and interest
- Influence the development of policy making by key decision makers in the Justice and skills sectors

3. We will develop and deliver skills solutions based on evidence and intelligence to support an efficient, effective, world-class justice sector workforce

- To develop practical tools and relevant products and services that are valued and used by the sector
- To broker funding to enable employers to undertake skills development activities

Report of the trustees

Achievements and Performance

2008 was the year when, with the recommendation of the Leitch Report, that training should be demand led, became a reality, to the considerable benefit of the Justice sector.

Train to Gain placed employers, through their Sector Skills Councils, in the driving seat of training resource allocation. Our Compact agreement with the Department of Innovation, Universities and Skills, has made £72million available to the Justice sector over a three year period. Take up is already impressive, as our employers seize the new opportunities on offer. Crucially, we have been able to ensure that both those who deliver public services and the third sector are able to benefit.

2008 was also the year in which we reached agreement that the UK Fire and Rescue Services should join Skills for Justice. There are significant synergies between the work of the different emergency services, and this extension of our remit will bring benefits to both our new and our existing members. They will formally enter our remit in 2009 and they will add an extra dimension to our work in ensuring the sector creates safer communities.

Last year also saw some major changes for Skills for Justice, changes which went hand in hand with very significant achievements.

We increased the capacity of our strand and country teams and developed Partnership Agreements with funders, moves which have strengthened our offer to employers in each nation and in each part of the sector.

We introduced new products – such as Forensic Skillsmark and collaborative leadership – which respond directly to the needs of employers and to the Justice sector's desire to improve joined up working.

We built our profile with key stakeholders, particularly in Government, enabling us to lever in money to support workforce development, through for example the Train to Gain Justice Sector Compact (£72m) and through the Women and Work initiative (£0.75m) – both of which have delivered significant public benefit by ensuring skilled justice sector employees. We have also taken a lead in championing the needs of third sector employers across the SSC network, and in hosting the new skills organisation 'Skills-Third Sector'.

Perhaps most important of all we welcomed the UK Fire and Rescue Services on board as new subscribers. I am delighted that we will be supporting them in developing the skills of their workforce, adding an extra dimension to our work in helping employers across the sector to sustain safer communities.

The year ahead will bring many challenges. Our sector will continue to come under pressure and to be subjected to media scrutiny. A general election – whatever the result – is likely to bring with it new policies on justice that will impact on employers. All this at a time when the recession is likely to bring a clampdown on budgets that will affect the public, private and third sectors.

Report of the trustees

Statement of trustees' responsibilities

The trustees (who are also directors of JSSC for the purposes of company law) are responsible for preparing the Report of the trustees 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 judgments and estimates that are reasonable and prudent;
- state whether applicable 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 business.

The trustees are responsible for keeping proper 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 1985. 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 company's auditors are 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 auditors are aware of that information.

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning future activities.

Financial risk management

The charitable company uses financial instruments, comprising cash and debtors. The main purpose of these financial instruments is to finance the working capital cycle of the charity and finance longer term capital needs. The policies for managing the risks open to the charitable company are summarised below and remain unchanged from the previous year.

Reserves policy

The board of JSSC has approved that reserves should be maintained equivalent to the operating and salary costs of the organisation for a period of three months. This is intended for use in the event that the licence of operation for JSSC and all associated funding is withdrawn and would allow JSSC to meet its responsibilities for operating costs and salaries for that period. Funds will be held in a treasury reserve account and corporate bonds, and the level of fund required will be monitored regularly by the Finance and Audit Committee of the Board.

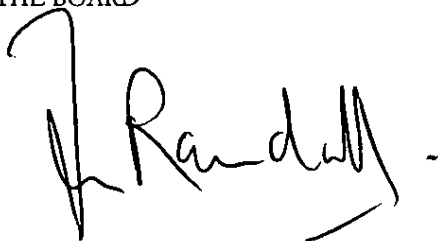
Report of the trustees

Auditor

Grant Thornton UK LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with Section 487(2) of the Companies Act 2006 unless the company receives notice under Section 488(1) of the Companies Act 2006.

ON BEHALF OF THE BOARD

John Randall
Chair
9 September 2009

A handwritten signature in black ink, appearing to read 'J Randall', with a horizontal line underneath.



Report of the independent auditors to the members of JSSC

This report is made solely to the members, as a body, in accordance with section 235 of the Companies Act 1985, and to the charity's trustees, as a body, in accordance with section 44 (1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the members and the charity's trustees those matters we are required to state to them in an auditor's 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 charity, its members as a body and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

The trustees' (who are also the directors of the company for the purposes of company law) responsibilities 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) and for being satisfied that the charity's financial statements give a true and fair view are set out in the Statement of Trustees' Responsibilities.

We have been appointed auditors under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 1985 and report to you in accordance with those Acts.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with Companies Act 1985, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006. We also report to you whether the information given in the Trustees' Annual Report is consistent with the financial statements.

In addition we report to you if, in our opinion, the information given in the Trustees' Annual Report is not consistent with the financial statements, if the charity has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding trustees' remuneration and transactions with the charity is not disclosed.

We read the Trustees Annual Report and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.



Report of the independent auditors to the members of JSSC

Opinion

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the charity's affairs as at 31 March 2009, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been properly prepared in accordance with the Companies Act 1985, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006; and
- the information given in the Trustees' Annual Report is consistent with the financial statements.

Grant Thornton UK LLP

GRANT THORNTON UK LLP
REGISTERED AUDITORS
CHARTERED ACCOUNTANTS

SHEFFIELD
9 September 2009

Principal accounting policies

Basis of preparation

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (SORP 2005).

The principal accounting policies have remained unchanged from the previous year.

Income recognition

Grants

Where grants are received for general funding purposes they are recognised over the life of the relevant contract. For time defined projects, income is recognised over the time period to which it relates. Where specific milestones are required to be met, income is recognised once these have been agreed as achieved.

Sector funding

Sector funding is recognised on receipt unless the donor specifies a particular time period.

Commercial activities

Income from commercial activities is recognised in the period in which it is invoiced.

Expenditure

Expenditure, which is charged on an accruals basis, is allocated between:

- expenditure incurred directly to the fulfilment of the charity's objectives (direct charitable);
- expenditure incurred directly in the effort to raise contributions (fundraising and publicity); and
- expenditure incurred in the governance of the charity, including external audit costs.

Company status

The charitable company is limited by guarantee. The members of the charitable company are the trustees named in the legal and administrative details. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

Fund accounting

Restricted funds are to be used for specified purposes laid down by the donor. Expenditure for those purposes is charged to the fund, together with a fair allocation of overheads and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objectives of the charitable company.

Designated funds are unrestricted funds which have been designated for specific purposes by the trustees.

Principal accounting policies

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost, net of depreciation. The cost of minor additions costing below £200 are not capitalised.

Depreciation is calculated to write down the cost less estimated residual value of all tangible fixed assets held for charity use other than freehold land by equal annual instalments or the reducing balance method over their expected useful lives. The rates generally applicable are:

Software development	33% straight line
Fixtures and fittings	20% straight line
Office equipment	33% straight line
Leasehold developments	20% straight line

Leased assets

Assets held under finance leases and hire purchase contracts are capitalised in the balance sheet and depreciated over their expected useful lives. The interest element of leasing payments represents a constant proportion of the capital balance outstanding and is charged to the income and expenditure account over the period of the lease.

All other leases are regarded as operating leases and the payments made under them are charged to the income and expenditure account on a straight line basis over the lease term.

Retirement benefits

Defined Contribution Pension Schemes

The pension costs charged in the year represent the amount of the contributions payable to the schemes in respect of the accounting period.

Taxation

The charitable company is a registered charity and is exempt from liability to taxation of income and capital.

Financial instruments

Where the contractual obligation of financial instruments are equivalent to a similar debt instrument, those financial instruments are classed as financial liabilities. Financial liabilities are presented as such in the balances sheet. Financial costs and gains or losses relating to financial liabilities are included in the statements of financial activities. Finance costs are calculated so as to produce a constant rate of return on the outstanding liability.

Statement of financial activities (incorporating the income and expenditure account)

	Note	Restricted £	Unrestricted £	Total 2009 £	Total 2008 £
Incoming resources					
Incoming resources from generated funds					
Core funding provided by UKCES		-	1,799,004	1,799,004	1,571,004
Investment income		-	78,041	78,041	88,556
Contribution to relocation		-	-	-	200,000
Incubation of Skills – Third Sector		343,156	-	343,156	-
UKCES – Skills for Security		754,544	-	754,544	455,770
Incoming resources from charitable activities		2,112,706	1,643,153	3,755,859	3,679,590
Total incoming resources	1	3,210,406	3,520,198	6,730,604	5,994,920
Resources expended					
Charitable activities	3	2,989,274	3,421,476	6,410,750	5,698,325
Governance costs	3	-	41,204	41,204	37,160
Total resources expended		2,989,274	3,462,680	6,451,954	5,735,485
Net incoming resources (including surplus of income over expenditure)	2	221,132	57,518	278,650	259,435
Transfers between funds		(33,682)	33,682	-	-
Total funds brought forward at 1 April 2008		1,274,199	370,878	1,645,077	1,385,642
Total funds carried forward at 31 March 2009		1,461,649	462,078	1,923,727	1,645,077

All of the activities of the charitable company are classed as continuing.

There were no other recognised gains or losses in the year.

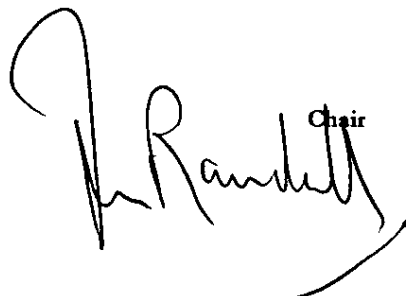
The accompanying accounting policies and notes form an integral part of these financial statements.

Balance sheet

	Note	2009 £	2008 £
Fixed assets			
Tangible assets	6	<u>247,035</u>	<u>300,925</u>
Current assets			
Debtors	7	990,681	740,350
Cash at bank and in hand		<u>2,068,663</u>	<u>1,903,886</u>
		<u>3,059,344</u>	<u>2,644,236</u>
Creditors: amounts falling due within one year	8	<u>(1,364,652)</u>	<u>(1,282,084)</u>
Net current assets		1,694,692	1,362,152
Provisions for liabilities	9	<u>(18,000)</u>	<u>(18,000)</u>
Total assets less current liabilities		<u>1,923,727</u>	<u>1,645,077</u>
Income funds			
Unrestricted funds	11	462,078	370,878
Restricted funds	11	<u>1,461,649</u>	<u>1,274,199</u>
		<u>1,923,727</u>	<u>1,645,077</u>

The financial statements were approved by the Board on 9 September 2009.

John Randall



Chair

The accompanying accounting policies and notes form an integral part of these financial statements.

Cash flow statement

	Note	2009 £	2008 £
Net cash inflow from operating activities	13	<u>162,738</u>	<u>1,080,734</u>
Returns on investment and servicing of finance			
Interest paid		(3,066)	(2,186)
Interest received		<u>60,341</u>	<u>88,556</u>
Net cash inflow from returns on investment and servicing of finance		<u>57,275</u>	<u>86,370</u>
Capital expenditure			
Sale of tangible fixed assets		-	30
Purchase of tangible fixed assets		<u>(55,236)</u>	<u>(289,551)</u>
Net cash outflow from capital expenditure		<u>(55,236)</u>	<u>(289,521)</u>
Increase in cash	14	<u>164,777</u>	<u>877,583</u>

The accompanying accounting policies and notes form an integral part of these financial statements.

Notes to the financial statements

1 Incoming resources from charitable activities

	2009 £	2008 £
Total project income	2,112,705	2,050,811
Subscriptions	1,484,557	1,471,982
Core funding	1,799,004	1,571,004
Skillsmark income	71,295	59,080
Sponsorship, conferences and other income	87,302	97,717
Investment income	78,041	88,556
Relocation income	-	200,000
UKCES – Skills for Security	754,544	455,770
Incubation of Skills - Third Sector	343,156	-
	<u>6,730,604</u>	<u>5,994,920</u>

2 Surplus of income over expenditure

Surplus of income over expenditure is stated after charging:

	2009 £	2008 £
Operating leases - other	39,411	-
Operating leases - land and buildings	176,296	115,147
Depreciation	109,126	105,663
Auditor's remuneration	12,500	12,500
- non audit services	8,400	-
	<u>345,733</u>	<u>333,310</u>

Notes to the financial statements

3 Resource expended

Basis of Allocation	Northern Ireland £	Wales £	Scotland £	England Including Head Office and other UK wide projects £	Total Projects £	Governance £	Total 2009 £	Total 2008 £
Restricted								
Workforce %	243	231	500	4,343	5,317	-	5,317	8,790
Workforce %	2,398	2,286	4,948	42,941	52,573	-	52,573	94,845
Workforce %	32,814	31,277	67,698	587,555	719,344	-	719,344	800,316
Workforce %	35,209	33,560	72,641	630,449	771,859	-	771,859	455,770
Actual	9,915	7,560	380	854,620	872,475	-	872,475	623,039
Workforce %	6,789	6,471	14,006	121,560	148,826	-	148,826	136,430
Workforce %	(22)	(21)	(45)	(394)	(482)	-	(482)	7,193
Workforce %	3,106	2,961	6,409	55,621	68,097	-	68,097	102,006
Workforce %	47	45	97	837	1,026	-	1,026	-
Actual	-	-	-	-	-	-	-	29,502
Actual	-	-	-	-	-	-	-	6,263
Actual	-	-	-	40,765	40,765	-	40,765	23,116
Actual	-	-	-	309,474	309,474	-	309,474	-
Incubation of skills - third sector								
	90,499	84,370	166,634	2,647,771	2,989,274	-	2,989,274	2,287,270
Carried forward	90,499	84,370	166,634	2,647,771	2,989,274	-	2,989,274	2,287,270

Notes to the financial statements

3

Resource expended (continued)

	Northern Ireland £	Wales £	Scotland £	England Including Head Office and other UK wide projects £	Total by country £	Governance £	Total 2009 £	Total 2008 £
Brought forward	90,499	84,370	166,634	2,647,771	2,989,274	-	2,989,274	2,287,270
Unrestricted								
Actual	113,933	139,945	156,349	1,683,699	2,093,926	-	2,093,926	2,128,334
By staff no.	1,199	1,747	1,606	63,809	68,361	-	68,361	82,547
Actual	-	-	-	-	-	-	-	27,777
By staff no.	3,139	3,139	4,186	57,557	68,021	-	68,021	42,812
By staff no.	4,126	4,126	5,501	75,638	89,391	-	89,391	57,784
Actual	16,397	9,730	9,874	245,132	281,133	-	281,133	242,679
By staff no.	1,078	1,078	1,437	19,763	23,356	-	23,356	27,337
By staff no.	5,563	5,563	7,417	101,989	120,532	-	120,532	134,525
By staff no.	1,636	1,636	2,181	29,994	35,447	-	35,447	77,185
By staff no.	1,753	1,753	2,337	32,138	37,981	-	37,981	79,813
By staff no.	5,646	5,646	7,528	91,057	109,877	12,459	122,336	117,000
By staff no.	11,195	11,195	14,927	192,241	229,558	13,002	242,560	251,905
Actual	6,811	6,811	9,081	109,120	131,823	15,743	147,566	154,677
By staff no.	289	289	385	5,305	6,268	-	6,268	9,093
By staff no.	4,982	4,982	6,643	91,336	107,943	-	107,943	-
By staff no.	683	683	910	12,517	14,793	-	14,793	12,561
Actual	-	-	-	3,066	3,066	-	3,066	2,186
Bank charges and interest	178,430	198,323	230,362	2,814,361	3,421,476	41,204	3,462,680	3,448,215
Total resources expended	268,929	282,693	396,996	5,462,132	6,410,750	41,204	6,451,954	5,735,485

Notes to the financial statements

4 Employees

Staff costs during the year were as follows:

	2009 £	2008 £
Wages and salaries	2,268,296	2,145,566
Social security costs	245,440	231,840
Other pension costs	188,441	181,349
Other staff costs	254,387	192,618
	<u>2,956,564</u>	<u>2,751,373</u>

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

	2009	2008
Chair	1	1
Chief Executive	1	1
Financial and administration	63	59
	<u>65</u>	<u>61</u>

The emoluments of higher paid employees fell within the following ranges:

	2009 Number	2008 Number
£70,001 - £80,000	1	1
£80,001 - £90,000	-	1
£100,001 - £110,000	1	-
	<u>1</u>	<u>-</u>

5 Directors and trustees

	2009 £	2008 £
Emoluments for qualifying services - Chair	<u>27,865</u>	<u>27,318</u>
Company pension contributions to money purchase schemes	<u>-</u>	<u>-</u>
The number of directors for whom retirement benefits are accruing under defined contribution schemes amounted to:	<u>-</u>	<u>-</u>

Other than as stated above, no trustees received any remuneration during the year. Travel costs amounting to £12,582 (2008: £6,505) were reimbursed to 10 (2008: 4) members of the Board of Trustees.

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year.

Notes to the financial statements

6 Tangible fixed assets

	Leasehold developments £	Software development £	Fixtures and fittings £	Office equipment £	Total £
Cost					
At 1 April 2008	126,207	13,073	92,502	343,127	574,909
Additions	-	-	6,092	49,144	55,236
At 31 March 2009	126,207	13,073	98,594	392,271	630,145
Depreciation					
At 1 April 2008	14,551	3,285	29,647	226,501	273,984
Charge for the year	24,148	4,855	18,878	61,245	109,126
At 31 March 2009	38,699	8,140	48,525	287,746	383,110
Net book amount at 31 March 2009	87,508	4,933	50,069	104,525	247,035
Net book amount at 31 March 2008	111,656	9,788	62,855	116,626	300,925

7 Debtors

Amounts falling due within one year:

	2009 £	2008 £
Grants receivable	775,165	615,582
SSDA - Skills for Security	119,841	84,920
Prepayments and accrued income	95,675	39,848
	990,681	740,350

8 Creditors: amounts falling due within one year:

	2009 £	2008 £
Trade creditors	771,501	576,557
Amounts owed to Skills for Security	117,103	232,970
Other taxes and social security	74,278	73,780
Accruals and deferred income	356,605	371,857
Pension and other creditors	45,165	26,920
	1,364,652	1,282,084

Notes to the financial statements

9 Provisions for liabilities and charges

	2009 £	2008 £
At 1 April 2008	18,000	-
Provided during the year	11,588	18,000
Released in the year	(11,588)	-
At 31 March 2009	18,000	18,000

A provision has been made for the remaining rent and dilapidation costs on a property no longer in use by JSSC.

10 Commitments under operating leases

Operating lease payments amounting to £219,851 (2008: £188,396) are due within one year. The leases to which these amounts relate expire as follows:

	2009		2008	
	Land and buildings £	Other items £	Land and buildings £	Other items £
Operating leases which expire:				
Within 1 year	9,492	1,355	-	5,918
Within 2 to 5 years	173,151	35,853	182,478	-
	<u>182,643</u>	<u>37,208</u>	<u>182,478</u>	<u>5,918</u>

11 Statement of funds

	At 1 April 2008 £	Income £	Expenditure £	Transfers £	At 31 March 2009 £
Unrestricted funds	370,878	3,520,198	(3,462,680)	33,682	462,078
Restricted funds	1,274,199	3,210,406	(2,989,274)	(33,682)	1,461,649
Total funds	<u>1,645,077</u>	<u>6,730,604</u>	<u>(6,451,954)</u>	<u>-</u>	<u>1,923,727</u>

12 Analysis of net assets between funds

	Restricted Funds £	Unrestricted Funds £	Total £
Fixed assets	127,882	119,153	247,035
Current assets	1,952,417	1,106,927	3,059,344
Current liabilities	(618,650)	(746,002)	(1,364,652)
Provisions for liabilities and charges	-	(18,000)	(18,000)
Total net assets	<u>1,461,649</u>	<u>462,078</u>	<u>1,923,727</u>

Notes to the financial statements

13 Net cash inflow from operating activities

	2009 £	2008 £
Net incoming resources	278,650	259,435
Net interest	(57,275)	(86,370)
Depreciation	109,126	105,663
Loss on disposal of fixed assets	-	27,777
Provision	-	18,000
(Increase)/decrease in debtors	(250,331)	399,404
Increase in creditors	82,568	356,825
	<u>162,738</u>	<u>1,080,734</u>

14 Reconciliation of net cash flow to movement in net funds

	2009 £	2008 £
Increase in cash in the year	164,777	877,583
Net funds at 1 April 2008	<u>1,903,886</u>	<u>1,026,303</u>
Net funds at 31 March 2009	<u>2,068,663</u>	<u>1,903,886</u>

15 Pension scheme

The company operates a defined contribution pension scheme for the benefit of its employees.

The total pension costs of the company for the year were £188,441 (2008: £181,349).

16 Liabilities of members

Under Clause 7 of the Memorandum of Association, all members undertake to contribute to the assets of the company such an amount as may be required, not exceeding £1, in the event of it being wound up during the period of membership or within one year afterwards.

17 Control

Directors are drawn from throughout the Justice sector and are also appointed as members of the company.

18 Capital commitments

The charitable company had no capital commitments at 31 March 2009 (2008: £nil).

Notes to the financial statements

19 Contingent liabilities

There were no contingent liabilities at 31 March 2009 (2008: £nil).

20 Financial derivatives

The charitable company had no financial derivatives at 31 March 2009 or 31 March 2008.