

JUSTICE

England & Wales · Charity number 1058580

Details

Other names	JUSTICE (1996)
Status	Registered
Legal form	Charitable company
Company number	03216897
Registered	1996-10-10
Register	View on the Charity Commission register

Contact

Address	1 Paternoster Lane London EC4M 7BQ
Phone	02073295100
Email	admin@justice.org.uk
Website	www.justice.org.uk

Activities

Objects: TO PROMOTE THE SOUND DEVELOPMENT AND ADMINISTRATION OF THE LAW FOR THE BENEFIT OF THE PUBLIC IN THE FOLLOWING WAYS: (A) BY PROMOTING EDUCATION AND CONDUCTING RESEARCH INTO THE LAW, INCLUDING CURRENT AND PROPOSED PRACTICE AND ADMINISTRATION OF THE LAW, AS THE EXECUTIVE BOARD THINKS FIT, AND BY PUBLISHING THE USEFUL RESULTS OF SUCH RESEARCH; (B) BY PROVIDING SPECIALIST LEGAL ADVICE IN RELATION TO THE LAW AND LEGAL PROCEDURES PARTICULARLY IN CASES WHERE IT IS APPREHENDED THAT A MISCARRIAGE OF JUSTICE HAS TAKEN PLACE; (C) BY PROVIDING LEGAL REPRESENTATION FOR THOSE WHO ARE UNABLE TO OBTAIN LEGAL REPRESENTATION FROM THEIR OWN RESOURCES, PARTICULARLY IN CASES WHERE IT IS APPREHENDED THAT A MISCARRIAGE OF JUSTICE HAS TAKEN PLACE; SUCH OTHER PURPOSES FOR THE BENEFIT OF THE COMMUNITY AS SHALL BE EXCLUSIVELY CHARITABLE.

Activities: Justice is an all-party organisation working to advance access to justice, human rights and the rule of law.

Classification

- **How:** Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training
- **Who:** Other Defined Groups, The General Public/mankind

Geography

- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,663,920	£1,527,809	£2,751,595	19
2024-03-31	£1,318,162	£1,350,252	£2,621,978	22
2023-03-31	£2,865,780	£1,125,922	£2,647,147	19
2022-03-31	£900,273	£984,453	£915,809	19
2021-03-31	£911,346	£957,973	£995,334	20

Trustees

Name	Role	Appointed
Alison Margaret Saunders	Chair	2019-10-29
Alastair James Livesey		2021-11-04
Dr Charles Andrew Wynn-Evans		2023-11-08
Ingrid Stephanie Boyce		2022-10-19
Mark Antony Michael Mullins		2025-07-03
Maryann McMahon		2023-12-11
Nicholas Timothy Benson		2023-11-08
Ruth Crawford KC		2023-11-08
Sara Louise Sherafat Scott		2022-10-19

JUSTICE

England & Wales - Charity number 1058580

Accounts



JUSTICE

Report and financial statements For the year ended 31 March 2025

Company Number: 03216897

Charity Number: 1058580

Scottish Charity Number: SC43518

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Legal and administrative information

Company Number	03216897
Country of incorporation	United Kingdom
Charity Number	1058580
Country of registration	England and Wales
Scottish Charity Number	SC43518 registered in Scotland as ‘Justice Scotland’
Registered office and Operational address	The Justice Hub, 1 Paternoster Lane, St. Paul’s, London, EC4M 7BQ

Board members Board members, who are also directors under company law and the charity trustees as defined by section 177 of the Charities Act 2011 and section 106 of the Charities and Trustee Investment (Scotland) Act 2005, who served during the year and up to the date of this report were as follows:

Peter Binning	Chair to 16 October 2024
Rachel Sexton	(to 16 October 2024)
Nick Benson	
I. Stephanie Boyce	
Alice Coates	
Patrick Corr	(to 16 October 2024)
Ruth Crawford KC	
Professor Naomi Creutzfeldt	(to 16 October 2024)
Alastair Livesey	
Jennifer MacLeod	(to 16 October 2024)
Sara Mansoori KC	
Maryann McMahon	
Dame Alison Saunders DCB	Chair from 16 October 2024
Christian Weaver	
Charles Wynn–Evans	

Key management personnel	Fiona Rutherford	Chief Executive
	Samantha Burrridge	Director of Operations (to 13 December 2024))

	Jane Collier Stephanie Needleman Josie Williams	Director of Development Legal Director Head of Governance and Operations (from 10 December 2024)
Bankers	Lloyds Bank plc 222 Strand London, WC2R 1BB	CAFCash Ltd PO Box 289 West Malling Kent, ME19 4TA
Investment managers	BlackRock 33 King William St London EC4R 9AS	
	CCLA Investment Management Ltd 80 Cheapside London EC2V 6DZ	
	Flagstone Group LTD Clareville House 26–27 Oxendon Street London SW1Y 4EL	
	Rathbones Investment Management 30 Gresham Street London EC2V 7QN	
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor 110 Golden Lane London EC1Y 0TG	

Trustees' Annual Report

The JUSTICE Board present their report and the audited financial statements for the year ended 31 March 2025.

Legal and administrative information, set out on pages 1 and 2, forms part of this report. The financial statements comply with current statutory requirements, the memorandum, articles of association, the requirements of a directors' report as required under company law and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Purposes and activities

JUSTICE is an all-party membership organisation committed to the rule of law and the fair administration of justice. Its purpose is to promote the sound development and administration of the law for the benefit of the public by:

- (a) Promoting education and conducting research into the law, including current and proposed practice and administration and reform of the law, as the JUSTICE Board thinks fit, and by publishing the useful results of such research;
- (b) Providing specialist legal advice in relation to the law and legal procedures particularly in cases where it is apprehended that a miscarriage of justice has taken place;
- (c) Providing legal representation for those who are unable to obtain legal representation from their own resources, particularly in cases where it is apprehended that a miscarriage of justice has taken place;
- (d) and for such other purposes for the benefit of the community as shall be exclusively charitable.

In the early 2000s, JUSTICE moved away from providing legal advice and representation. In part, this was the result of the establishment of the Criminal Cases Review Commission (CCRC), which took on much of JUSTICE's previous work on miscarriages of justice.

Because of this, though we continue to be involved in how miscarriages of justice are handled, we now focus the majority of our resources on purposes (a) and (d), in the following ways:

- **Leading research:** Our research highlights key problems within the UK justice system and proposes practical solutions.

- **Advising policymakers:** We use our research to advise policymakers and advocate for policy change.
- **Convening experts:** Our events, working parties, and roundtables bring together leading experts across a wide range of justice topics.
- **Building understanding:** Our spokespeople regularly appear in the media to set out why a fair justice system matters and how it can be achieved.

Our primary focus is on overcoming institutional and procedural barriers to access to justice and fairness. Across all our work we address institutional and procedural weaknesses and biases in the justice system.

Our 2024–2030 Strategy sets four strategic goals for this period:

1. **Firmly establish the rule of law as a key feature of our democracy.**

This crucial element of our democracy has been seriously eroded over the last decade. We aim to repair and strengthen it by: scrutinising new policies and legislation; holding government and parliament to account; increasing the public profile of the rule of law; and promoting equality at the heart of policymaking.

2. **Challenge discrimination and inequality.**

Inequalities and discrimination pervade our justice system. We aim to change this by: amplifying the insights of those with lived experience of these issues; holding the government and public bodies to account; and promoting equality and non-discrimination as core justice system attributes.

3. **Build a well-functioning, people-centred justice system with trustworthy and effective data management.**

The state of our justice system and the pace of technological change will make the next six years pivotal in reshaping the terrain. We will help to transform the system for the better by: scoping a JUSTICE data and policy initiative to develop cutting-edge justice data, research, and policy with people's needs at their heart; advising on trustworthy and effective justice system data-management; and shaping policies on the use of AI in the justice system.

4. **Increase public understanding of the importance of the justice system, its key challenges, and most promising solutions.**

The justice system is undervalued and poorly understood. We aim to increase the importance of justice system issues by: providing accessible, trustworthy content explaining these issues and making the case for system-wide improvements to interested members of the public.

Principal Activities and Achievements

2024–2025 was a busy and productive period of growth for JUSTICE. Though our new strategy was formally launched in September 2024, we began to align our work to its four key goals from April 2024. This period covered a general election in the UK in July 2024 and therefore a shifting policy landscape. We summarise our key activities and achievements under these goals below.

1. Firmly establish the rule of law as a key feature of our democracy.

- We launched a new *Law for Lawmakers* guide in July. The guide aims to strengthen the rule of law by equipping MPs (including record numbers of new MPs) with the legal and constitutional know-how to carry out their work as legislators and assist their constituents. We have started work updating our Law for Scottish Lawmakers guide ahead of the Holyrood elections in May 2026.
- Our 2024 Annual Conference was particularly successful, with speakers including the Attorney General, Lady Simler (Justice of the Supreme Court), and Patrick Green KC (lead counsel in *Alan Bates v Post Office*).

2. Challenge discrimination and inequality.

- Disappointingly, in June the European Court of Human Rights held that the UK's test for miscarriages of justice compensation is compatible with Article 6 of the European Convention of Human Rights, contra JUSTICE's intervention. However, five judges dissented, flagging the UK's 'virtually insurmountable' test for compensation.
- We held an expert roundtable on strip searching of children, following which we provided recommendations for improved legal safeguards to the Home Office.
- We continued our work to end the inappropriate use of drill music as evidence in criminal trials. This included successfully intervening in the Court of Appeal case, *R v Ademola Adedeji* to raise issues about racial stereotyping, the adultification of black and ethnic minority defendants, and the misinterpretation of drill music as evidence of criminal activity.
- We continued our work aimed at improving the Windrush Compensation Scheme conducting research with Dechert LLP and the University of Sussex on the difference that legal advice makes to the outcomes of claims. The research will be launched in Parliament in June.
- Senior Lawyer Ellen Lefley gave evidence to Public Authorities (Fraud, Error and Recovery) Bill in February, detailing the risk of discrimination from the over-broad powers contained within the bill.

3. Build a well-functioning, people-centred justice system with trustworthy and effective data management.

- In January, we released a report on AI in our justice system, which proposed the first rights-based framework to guide AI use across the UK justice system, to help us harness AI's power while guarding against its risks.
- We launched a report on government outsourcing of public services in June, which found that outsourced public services lack oversight, accountability and transparency in ways that risk people's rights. The report detailed several practical measures to help ensure the rights of service users were better protected.
- We submitted evidence to the Independent Sentencing Review and the Independent Review of the Criminal Courts and assisted in evidence gathering for both reviews by facilitating expert roundtables.
- We commissioned a report to scope the creation of a new justice data and policy initiative, provisionally named *JUSTICE Insights*.

4. Increase public understanding of the importance of the justice system, its key challenges, and most promising solutions.

- In November we commissioned an external agency to help us build a new JUSTICE website to make our work more easily accessible and user-friendly.
- Our spokespeople spoke to regional, national, online and specialist media outlets about justice system issues across the year, resulting in 129 mentions and interviews.
- We began work on a video version of our *Achieving Racial Justice at Inquests* guide and participated in a documentary on antisocial behaviour which will be aired in 2025/2026.

Future plans 2025-2026

Our 2025–2026 work programme will continue to focus on our four strategic goals listed above, including the following key pieces of work:

1. Firmly establish the rule of law as a key feature of our democracy.

- We plan to launch a report detailing international lessons on preventing democratic backsliding and protecting the rule of law, as well as a review of protest law.
- We will continue with our Parliamentary advocacy work by publishing briefings, giving evidence to Bill committees, and holding in person briefings for MPs and Peers.

2. Challenge discrimination and inequality.

- We will organise training for coroners on race at inquests and launch our research on the value of legal representation for Windrush Compensation Scheme claimants in Parliament.

- We will brief on the Crime and Policing Bill throughout the year, covering Respect Orders and other behavioural control orders.
- We will work towards the formation of *JUSTICE North* – an initiative to strengthen our presence in the North of England and help ensure voices from the region are better represented in shaping justice system policy.

3. Build a people-centred justice system with trustworthy data management.

- Our multi-year project on AI in the justice system will continue, with one report on AI in the criminal justice system planned for release in the third quarter, following which work will commence on a project looking at the use of AI to address unmet legal need.
- We continue to engage in reform of the criminal justice system following the reporting of the Sentencing Review and Criminal Courts Review.
- We will publish a report looking at how to reform remand decision making in the magistrates' courts.
- We have recently obtained a 'work placement' civil servant who will progress our ambitious data and policy initiative, *JUSTICE Insights*.

4. Increase public understanding of the importance of the justice system.

- We plan to enhance our communications work with a new website launched in the first quarter and by recruiting a Communications Officer to start in the second quarter.
- We will start a free quarterly Young JUSTICE newsletter aimed at 16-25-year-olds, to better engage with this cohort and to help boost their understanding of justice issues.
- Our focus on engagement, education and fundraising through events will remain, with sixteen JUSTICE events planned for 2025/26, and with contributions by our staff to many more external events.

We will also continue to look to diversify our income streams, including a focus on major gifts, legacy giving, and improving the level of donations through the use of AI.

How our activities deliver public benefit

The Board 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 its future activities, including the guidance 'public benefit: running a charity (PB2)'.

JUSTICE remains at the cutting edge of the debate on legal reform and is widely respected for the breadth, depth and quality of its analysis. Our system-change approach benefits all those involved in the justice system include practising lawyers, judges, law students and policymakers interested in the development and protection of the rule of law and human

rights. Most importantly, the public at large benefit from JUSTICE–advocated policy changes to create a fair UK justice system within everyone’s reach.

While some of JUSTICE’s activities are available only to members, the vast majority of our work is available and promoted to the public free of charge.

The Board considers JUSTICE’s activities of public benefit in at least the following ways:

- Provision of independent research and analysis to external bodies, including the senior judiciary, government and politicians across the political spectrum to assist in formulating relevant law, policy and practice, which can have significant benefit for people across the UK.
- Dissemination of research and information about justice system reform to the general public and to JUSTICE members – including judges, barristers, solicitors, chartered legal executives, students, advisers to governments and corporations and non–governmental organisations – who are then better able to advise public and private bodies about justice issues.
- Provision of conferences, lectures, events, and media interventions on justice issues to inform the public about important justice issues.

The benefit of our work is demonstrated through: the adoption of our recommendations by government; the referencing of our contributions to government consultations; the adoption by parliamentarians of our suggested amendments to legislation; and the acceptance of our arguments in third–party interventions in court judgments, which can strengthen legal protection for all of us.

Approach to fundraising: JUSTICE employs a Director of Development who leads on all our fundraising activities and line manages our Development Administrator, Philanthropy Manager and Trust and Foundation Fundraiser. The Director also shares oversight of our Engagement and Communications Officer with our Head of Communications. Our main focus and successes in relation to fundraising has been from Trust and Foundations, corporate support and our wide range of donors. Any fundraising events are organised by our Development team. JUSTICE does not use external professional fundraisers or involve commercial participants. There has been a significant amount of positive feedback about our events including our fundraising activities and we are pleased to report that there have been no complaints about fundraising activity this year. We are committed to providing the best possible standards for all our supporters. Our fundraising activities are carried out respectfully and we are a member of the Fundraising Regulator (FR) working within their agreed guidelines. We pledge to be compliant with the General Data Protection Regulation (GDPR), and at all times we respect the wishes of our supporters about how they are contacted, offering them frequent opportunities to change these preferences, which are recorded on our database.

Financial review

For the year ended 31 March 2025, JUSTICE received income of £1,673,730. JUSTICE incurred £1,527,809 of expenditure in the year (including our premises-related costs). Our premises related costs for the year were £85,995. Including office-related expenditure covered by our endowment fund, we achieved a surplus of £139,427, surpassing the forecasted deficit of £78,161. At the end of the year 2024/25, JUSTICE carried forward £206,938 in restricted reserves and £520,168 in unrestricted reserves.

Income

Income received in 2024–25 increased by 27% to £1,673,730 (2023–24: £1,318,162) with an increase in donations of 43% to £720,836 (2023–24: £505,551) due to a focus on major donor and mid-level donations.

Income from grants has increased by 30% to £726,189, (2023–24: £557,219), achieved by focusing on international funders and repeat funding.

Membership income has decreased by 9% to £137,068 (2023–24: £150,664), due to a reduced focus on corporate membership.

Trading activities

Income for our trading activities has increased by 17% to £7,899 (2023–24: £6,775) due to rental income and fundraising events.

Investments

Following Board approval in July, an investment manager (Rathbones) was appointed and monies relating to the proceeds of the sale of Carter Lane moved from current accounts into an investment portfolio (which started to be opened in December 2024) and a number of time deposits (opened in March 2024). These monies in addition to the longstanding Charishare and Blackrock investments are now being managed by Rathbones and make up our endowment fund. This activity has led to the size of our investments growing to £1,549,699, up from £288,949 at 31 March 2024. There was an unrealised loss of £6,494 in the market value of investments, which is less than half a percent of total investments under management. We have not needed to draw down on any capital during the year. It is too early to provide commentary on performance against a benchmark, but we will be reviewing this over 2025/26 in accordance with our Investment Policy.

The Finance Committee reviews our investments at every meeting. They are held within the expendable endowment fund and therefore income on capital is used to supplement

income from our fundraising activities to meet general expenditure needs. Investment income was £81,738 (2023–24: £97,573).

Endowment Fund

JUSTICE sold its freehold property in October 2022. This property in Carter Lane, was purchased as part of an appeal back in the 1990s. The sale proceeds with the related sale expenditure deducted were originally kept in a range of ‘high interest’ current accounts. As explained in the section above, these monies along with other investments are now held in an expendable endowment fund. The Trustees have finalised an Endowment Policy which stipulates that the fund is to be used to meet our office-related expenditure. It also allows income generated from the capital to meet general expenditure needs, which is treated as unrestricted income. The endowment fund is invested as per our Investment Policy, which requires the charity to get the best return, according to the objectives set out in the Investment Policy, in order to conserve the fund for as long as possible.

These objectives include:

- Seeking to produce the best financial return within an acceptable level of risk;
- Working capital is to provide the charity with a source of funds, accessible at all times, which when taken with charitable income will permit it to meet its operating expenses for a period of at least 12 months;
- Balance funds should be invested for the medium term defined as 2–5 yrs to generate a return which is at least the level of inflation;
- Longer term investments (i.e. 5yrs plus) should be invested to generate an inflation plus margin per annum, after investment expenses;
- When combining investment allocation for the longer-term investments and balanced funds these should be sufficient to allow the charity to make a real return or at least mitigate the worst effects of inflation over the longer term; and
- Creating sufficient income and capital appreciation to enable the charity to carry out its purposes;

Expenditure

Total expenditure in 2024–25 was £1,527,809, an increase of 13% from the previous year (2023–24: £1,350,252). These figures include the new office-related expenditure following our move into our long-term office accommodation, The Justice Hub, in October 2024. After the sale of the Carter Lane building in 2022 we have been in a range of temporary accommodation with significantly less space and fewer facilities. Following the Board’s careful consideration of the charity’s accommodation requirements, it was agreed that The Justice Hub met those requirements and for the right cost (which included fit out and furnishing expenditure). This is the first time the charity has had to pay rent for many years

(due to previously owning a building) so is a ‘new expenditure’ for the charity. The Board have recently signed off a plan to start to reduce our reliance on the endowment fund to only £25k of the overall office-related costs by 2032.

Staff costs

Staff costs account for 80% of the total costs of the organisation and have increased by 2% from 2023–24 (excluding consultancy costs and including costs relating to the restructure). In addition to our permanent roles, we also employed eight interns / fellows funded by Linklaters, the Portal Trust, Paul Hamlyn and an anonymous donor. An anonymous donor pledged money in 2024–25 to fund a new Fellowship, which is shown as accrued income as the money is not due to be received until 2025–26. During the year the total average FTE headcount decreased to 17.8 (2023–24: 18.9), and the employed number to 19.5 (2023–24: 22). Further details of staff costs and staffing levels can be found in notes 6 & 7 to the accounts and the staffing and volunteers section of this report.

Costs of generating funds

The cost of generating funds which makes up 21% (2023–24: 17%) of our overall expenditure, has increased this year from £230,053 (in 2023–24) to £326,381. This increase relates to the expansion of the team in order to increase our fundraising capabilities in the medium to longer term, so we are in a better position to deliver our strategy. The staff time attributable to the fundraising function has remained at 20%, more details can be found in note 1 (j) of the accounts.

Risk Management

JUSTICE’s risk management strategy includes a strategic risk register detailing external risks to JUSTICE identified as important but outside of our control, with their effects mitigated through response plans and management actions. Two particularly salient categories of strategic risks detailed in this register are:

External influences: For example, a decline in funding and donations due to external influences such as economic downturns. We mitigate this risk through a diverse funding base, a regular review of our reserves policy, and the development of longer-term plans on sustainable organisational growth, among other measures.

Data breach: For example, through a cyber-attack, server failure, or human error. This risk is mitigated through strong IT systems, firewall and antivirus software, operating systems regularly updated with security patches, clear data protection and breach policies, and secure cloud hosting for our database, amongst other measures. We also have a Cyber Essentials Plus certificate which renews annually and sees our network, policies and procedures independently audited and tested.

Risks associated with our operations and projects continue to be managed through our operational risk register. These risks are overseen by the relevant staff members, the Finance Committee, and the Board. Our Finance Committee develop assurance frameworks to test that internal controls are working properly and provide regular updates to the Board on the outcome of these.

This year the SMT and Board began to develop a more proactive approach to risk to improve our decision-making and performance, using a risk management framework based on an understanding of our thematic risks and our risk appetite. This incorporates our existing risk registers, which SMT update on a quarterly basis, but provides a more holistic and meaningful approach to risk assessment. We aim to be a ‘risk-enabled’ organisation and are monitoring our progress in this endeavour.

Reserves policy

The Board recognises that JUSTICE needs a reserves level that will enable it to continue to attract the highest level of legal expertise to meet its long-term commitments to supporters and beneficiaries.

Each year the Board reviews the Reserves Policy, taking into consideration any major risks. Following the sale of our Carter Lane freehold premises in 2022, there has been a significant increase in the value of financial assets held in the endowment fund, which are now being applied to fund our ongoing leasehold premises costs. Following our move into The Justice Hub completed this year we have more clarity over these costs into the future. To reflect these changes, the Board revised our Reserves Policy down from six months to three. Our current policy is therefore that unrestricted reserves, on average, are equivalent to at least three months’ of running costs (c£410,000 based on our 2024–25 budget).

At the close of 31 March 2025, JUSTICE had £520,168 (2024: £433,584) in general reserves which is 27% over the Board’s reserves policy. JUSTICE’s reserve funds are held in a mix of deposit accounts and fixed interest and equity-based common investment funds, with the aim of achieving a combination of income and capital growth. We will be pursuing how we spend down our reserves policy over the coming 12 months.

JUSTICE’s Board will continue to review its reserves policy on an annual basis and will keep its investment and treasury management policy under regular review.

Going concern

The trustees are not aware of any material uncertainties that would affect the going concern basis for the preparation of the financial statements. As with most small charities, the past

few years have been challenging for JUSTICE but the diversification of income streams and working to improve awareness and impact of our work has provided mitigation. However, we ended this year with a surplus and predict a small deficit budget for 2025–26. The Finance Committee and Board have approved plans to meet the fundraising targets set in 2025–26 budget.

The charity has sufficient resources to settle its liabilities as they fall due in the foreseeable future.

Structure, governance and management

Staffing and volunteers

Our permanent staff complement at the end of March 2025 was 19, with 15 full-time and four part-time employees; this full-time equivalent (Note 8) is 17.8 when we include staff who have left within the year and our Legal Interns. We are proud to pay all our three-month interns the London Living Wage and to be a registered London Living Wage Employer. All our six-month fellows are recruited on our salary scale to reflect the impact of inflation.

The volume of work detailed above would not be possible without all those who volunteered their services to JUSTICE. We would like to extend our thanks to the many eminent lawyers, judges, academics, NGOs, Parliamentarians, officials, politicians and people with lived experience who have contributed to our reports, conferences, and seminars, and helped us raise the profile of JUSTICE's purpose and work over the last year.

Governance

The organisation is a charitable company limited by guarantee, incorporated on 26 June 1996 and registered as a charity on 10 October 1996.

The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association. In 2015, we amended our memorandum of association and regulations so that members of JUSTICE are members of the Company of JUSTICE and can be elected directly to the JUSTICE Board.

JUSTICE Council: The JUSTICE Council is an advisory body to the Board and is asked to:

- evaluate JUSTICE's work and provide suggestions for its future direction;
- advise on JUSTICE policy with respect to challenging issues of the day;
- assist JUSTICE staff by providing contacts for, e.g. policy work and fundraising; and
- be part of a network of support for JUSTICE and its staff.

JUSTICE Board: JUSTICE Board Members are elected from individual members of JUSTICE and are Directors of the Charity for the purposes of the Companies Act and the charity trustees as defined by section 177 of the Charities Act and section 106 of the Charities and Trustee Investment (Scotland) Act 2005 and are referred to as Board members throughout this report. All Board Members give their time voluntarily and receive no benefits from the charity. Present Board Members and any previous Board Members for this financial year are listed on page 1 of this report.

The JUSTICE Board is responsible for the overall governance of JUSTICE. Board members meet at least four times per year to consider overall strategy, operational performance, and the charity's financial situation.

At time of approval, JUSTICE is managed on a daily basis by the Senior Management Team, comprised of Stephanie Needleman, Legal Director; Jane Collier, Director of Development and headed up by the Chief Executive, Fiona Rutherford.

JUSTICE generally recruits Board members from within our membership. Board members can only serve for two three-year terms and the Chair for one four-year term. All new Board Members are inducted by the JUSTICE Chief Executive and provided with an induction pack which includes the Charity Commission guidance on the responsibilities of Trustees, the Charity Governance Code and copies of JUSTICE's Articles of Association, Regulations, latest strategy, annual review, accounts and organisational structure. All Board Members are encouraged to attend training sessions offered by our Auditor on the roles and responsibilities of Trustees.

Finance Committee: JUSTICE'S Finance Committee is usually made up of JUSTICE Board Members, although membership is also open to members of JUSTICE. Our Treasurer, Rachel Sexton was the Chair of the Finance Committee until the end of her Board term (16 October 2024), following which, Nick Benson (existing Committee member and Treasurer from 16 October 2024) took over as Chair. Other 2024–25 members were: Peter Binning, Alastair Livesey, Dame Alison Saunders DCB, and David Stern. The Finance Committee reviews the financial performance and all aspects of risk management for JUSTICE. It met four times in 2024–25.

Remuneration policy for key management personnel

JUSTICE is committed to ensuring a proper balance between: (i) paying our staff and others who work for us fairly to attract and retain the best people for the job, and (ii) careful management of our charity funds. In so doing, we ensure the greatest effectiveness in delivering our charitable objectives and meeting the needs of our beneficiaries.

JUSTICE's Remuneration Committee is a Committee of the Board of trustees and reports directly to the Board. Formal consideration of remuneration matters takes place annually,

usually ahead of the Finance Committee's February/March meeting. Remuneration matters may also be considered at other meetings if ad hoc issues arise during the year.

The committee recommends any annual cost-of-living increases, ensures that pay is set at an appropriate level, and ensures there are adequate processes in place for reviewing the work of the Chief Executive and other members of the Senior Management Team.

The Remuneration Committee does not have fully delegated authority in these matters and any recommendations or decisions must be ratified by the Board prior to implementation.

Statement of responsibilities of Board Members

JUSTICE Board Members (who are also directors of JUSTICE for the purposes of company law and the charity trustees as defined by section 177 of the Charities Act 2011) 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 Board 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 Board 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 and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

Board Members 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, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). 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 Board are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The Board has 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.

The Board are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at March 2025 was 1,452 (2024: 1,565). The Board are members of the charity, but this entitles them only to voting rights. The Board have no beneficial interest in the charity.

Auditor:

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The Trustees' annual report has been approved by the Board on 3 July 2025 and signed on their behalf by

Nick Benson

Board Member and Treasurer

Independent Auditor's Report

Opinion

We have audited the financial statements of JUSTICE (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2025 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
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended)

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 Auditor's 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 UK, including the FRC'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 JUSTICE'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.

Independent auditor's report – JUSTICE 2024–2025

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

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's 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.

Opinions 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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the 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' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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

Independent auditor's report – JUSTICE 2024–2025

- We have not received all the information and explanations we require for our audit; or
- The directors 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' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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 auditor's 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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's 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 related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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.

Independent auditor's report – JUSTICE 2024–2025

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. 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 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jonathan Coyle (Senior statutory auditor)

Date: 6 August 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor, 110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

JUSTICE

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

For the year ended 31 March 2025

	Note	Endowment Fund £	Restricted Funds £	Unrestricted Funds £	2025 Total £	Endowment Fund £	Restricted Funds £	Unrestricted Funds £	2024 Total £
Income from:									
Donations and legacies	2	–	45,899	665,127	711,026	–	–	505,551	505,551
Charitable activities									
Research and education	3	–	284,650	441,539	726,189	–	416,701	140,518	557,219
Membership	3	–	–	137,068	137,068	–	–	150,664	150,664
Other trading activities									
Fundraising		–	–	5,990	5,990	–	–	6,775	6,775
Rental income		–	–	1,909	1,909	–	–	–	–
Investments		–	–	81,738	81,738	–	–	97,953	97,953
Total income		–	330,549	1,333,371	1,663,920	–	416,701	901,461	1,318,162
Expenditure on:									
Raising funds		20,189	–	306,192	326,381	6,441	–	223,612	230,053
Charitable activities									
Research and education		62,421	188,999	896,967	1,148,387	21,496	360,475	714,934	1,096,905
Membership		3,385	–	49,656	53,041	817	–	22,477	23,294
Total expenditure	4a	85,995	188,999	1,252,815	1,527,809	28,754	360,475	961,023	1,350,252
Net (expenditure) / income before investments		(85,995)	141,550	80,556	136,111	(28,754)	56,226	(59,562)	(32,090)
Net (loss)/gain on investments		(6,494)	–	–	(6,494)	3,266	–	3,655	6,921
Net income / (expenditure) and net movement in funds		(92,489)	141,550	80,556	129,617	(25,488)	56,226	(55,907)	(25,169)
Reconciliation of funds:									
Total funds brought forward		2,126,788	55,578	439,612	2,621,978	2,152,276	(648)	495,519	2,647,147
Total funds carried forward		2,034,299	197,128	520,168	2,751,595	2,126,788	55,578	439,612	2,621,978

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 14 to the financial statements.

JUSTICE

Balance sheet

Company no. 3216897

As at 31 March 2025

	Note	Endowment £	Restricted £	Unrestricted £	2025 £	Endowment £	Restricted £	Unrestricted £	2024 £
Fixed assets:									
Tangible assets	10	–	–	–	–	–	–	6,028	6,028
Investments	11	1,549,699	–	–	1,549,699	116,652	–	172,297	288,949
		<u>1,549,699</u>	<u>–</u>	<u>–</u>	<u>1,549,699</u>	<u>116,652</u>	<u>–</u>	<u>178,325</u>	<u>294,977</u>
Current assets:									
Debtors	12	–	55,709	130,576	186,285	–	–	159,507	159,507
Short term deposits		484,600	–	310,856	795,456	1,805,888	–	–	1,805,888
Cash at bank and in hand		–	141,419	192,120	333,539	204,248	55,578	205,595	465,422
		<u>484,600</u>	<u>197,128</u>	<u>633,552</u>	<u>1,315,280</u>	<u>2,010,136</u>	<u>55,578</u>	<u>365,102</u>	<u>2,430,817</u>
Liabilities:									
Creditors: amounts falling due within one year	13	–	–	113,384	113,384	–	–	103,816	103,816
Net current assets		<u>484,600</u>	<u>197,128</u>	<u>520,168</u>	<u>1,201,896</u>	<u>2,010,136</u>	<u>55,578</u>	<u>261,286</u>	<u>2,327,001</u>
Total net assets		<u><u>2,034,299</u></u>	<u><u>197,128</u></u>	<u><u>520,168</u></u>	<u><u>2,751,595</u></u>	<u><u>2,126,788</u></u>	<u><u>55,578</u></u>	<u><u>439,612</u></u>	<u><u>2,621,978</u></u>
The funds of the charity:	15a								
Endowment fund		2,034,299	–	–	2,034,299	2,126,788	–	–	2,126,788
Restricted funds									
Restricted funds in surplus		–	197,128	–	197,128	–	85,128	–	85,128
Restricted funds in deficit		–	–	–	–	–	(29,550)	–	(29,550)
		<u>–</u>	<u>197,128</u>	<u>–</u>	<u>197,128</u>	<u>–</u>	<u>55,578</u>	<u>–</u>	<u>55,578</u>
Total restricted funds		<u>–</u>	<u>197,128</u>	<u>–</u>	<u>197,128</u>	<u>–</u>	<u>55,578</u>	<u>–</u>	<u>55,578</u>
Unrestricted funds									
General funds		–	–	520,168	520,168	–	–	439,612	439,612
		<u>–</u>	<u>–</u>	<u>520,168</u>	<u>520,168</u>	<u>–</u>	<u>–</u>	<u>439,612</u>	<u>439,612</u>
Total unrestricted funds		<u>–</u>	<u>–</u>	<u>520,168</u>	<u>520,168</u>	<u>–</u>	<u>–</u>	<u>439,612</u>	<u>439,612</u>
Total charity funds		<u><u>2,034,299</u></u>	<u><u>197,128</u></u>	<u><u>520,168</u></u>	<u><u>2,751,595</u></u>	<u><u>2,126,788</u></u>	<u><u>55,578</u></u>	<u><u>439,612</u></u>	<u><u>2,621,978</u></u>

Approved by the trustees on 3 July 2025 and signed on their behalf by

Nick Benson
Treasurer

Alison Saunders
Chair of the JUSTICE Board

JUSTICE

Statement of cash flows

For the year ended 31 March 2025

Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2025 £	2024 £
Cash flows from operating activities:		
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	129,617	(25,169)
Depreciation charges	6,028	4,960
Losses/(gains) on investments	6,494	(6,921)
Dividends, interest and rent from investments	(81,738)	(97,953)
(Increase) in debtors	(26,778)	(88,457)
Increase in creditors	9,568	22,978
Net cash provided by / (used in) operating activities	43,191	(190,562)
Cash flows from investing activities:		
Transfers from short term deposit accounts	1,010,432	(5,878)
Dividends, interest and rents from investments	81,738	97,953
Purchase of fixed assets	–	(6,743)
Purchase of investments	(1,060,600)	–
Net cash provided by investing activities	31,570	85,332
Change in cash and cash equivalents in the year	74,761	(105,230)
Cash and cash equivalents at the beginning of the year	465,422	570,652
Cash and cash equivalents at the end of the year	540,183	465,422

	2025 £	2024 £
Cash and cash equivalents comprises:		
Cash at bank and in hand	333,539	465,422
Cash held within investment portfolio	206,644	–
Total cash and cash equivalents	540,183	465,422

1 Accounting policies

a) Statutory information

JUSTICE is a charitable company limited by guarantee and is incorporated in United Kingdom.

The registered office address is 1 Paternoster Lane, London, England, EC4M 7BQ.

b) Basis of preparation

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

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Tax recoverable under the gift aid scheme is recognised when receivable to align with the original donation.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Income received for seminars and other similar events, including income received to sponsor events, is recognised in the statement of financial activities in the period the event takes place.

Subscription income from members is credited to the statement of financial activities when received.

Rental income is credited to the statement of financial activities in the period in which it is related to.

1 Accounting policies (continued)

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Endowment funds are amounts raised through an appeal for charitable purposes which may be retained to produce an income for the charity or may be spent on premises, equipment and development at the discretion of the Board of Trustees.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other income received or generated for the charitable purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of Research and education and Membership undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies (continued)

j) Allocation of support costs

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

	2025	2024
● Research and education	62%	66%
● Membership	3%	2%
● Support costs	12%	9%
● Governance costs	3%	3%
● Fundraising	20%	20%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity

● Research and education	73%
● Membership	4%
● Fundraising	24%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

● Computer equipment	– 25% straight line
● Database	– 20% straight line
● Freehold buildings	– 1% straight line

The useful economic life of the freehold buildings is in excess of 50 years but as the value of the building is not impaired below its carrying amount, no adjustments have been made. The value of land is not known and it is not separately accounted for; instead, the freehold property, including land, is depreciated over 100 years.

l) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

1 Accounting policies (continued)

m) Debtors

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

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

o) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

p) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

q) Financial instruments

The charity 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Notes to the financial statements

For the year ended 31 March 2025

2 Donations and legacies

	Restricted £	Unrestricted £	2025 Total £	Restricted £	Unrestricted £	2024 Total £
General Donations	45,899	226,437	272,336	–	133,222	133,222
Friends	–	33,582	33,582	–	33,862	33,862
JUSTICE60 Donations	–	360,270	360,270	–	321,400	321,400
Legacies	–	–	–	–	1,468	1,468
Donated services	–	44,838	44,838	–	15,599	15,599
	45,899	665,127	711,026	–	505,551	505,551

A number of Law Firms support the work of JUSTICE. This financial year we have recognised donated services from:

- Simmons and Simmons LLP who facilitated an annual conference.
- Allen Overy Shearman Sterling LLP who facilitated the 'Law for Lawmakers' work at the House of Commons.
- Dechert LLP who provided pro bono advice and support.
- Linklaters LLP who provided pro bono advice and support.
- DLA Piper who provided pro bono advice and support.

JUSTICE

Notes to the financial statements

For the year ended 31 March 2025

3 Income from charitable activities

	Restricted £	Unrestricted £	2025 Total £	Restricted £	Unrestricted £	2024 Total £
Trust and Foundations						
Existing / previous funders:						
The Alexander Mosley Charitable Trust	-	25,000	25,000	-	25,000	25,000
The Bromley Trust	-	-	-	15,000	-	15,000
The Dawes Trust	25,000	-	25,000	25,000	-	25,000
Doughty Street Chambers Supported Causes Fund	-	-	-	-	5,000	5,000
The Dulverton Trust	-	40,000	40,000	-	35,000	35,000
The Evan Cornish Foundation	10,000	-	10,000	-	-	-
Joseph Rowntree Charitable Trust	20,405	-	20,405	24,703	-	24,703
Laura Kinsella Foundation	-	1,000	1,000	-	1,000	1,000
The Legal Education Foundation	35,000	-	35,000	35,000	-	35,000
The Leri Charitable Trust	-	17,250	17,250	-	17,250	17,250
Paul Hamlyn	45,698	-	45,698	43,605	-	43,605
abrdn Financial Fairness Trust	9,000	-	9,000	-	-	-
The Stewarts Foundation	-	6,000	6,000	-	6,000	6,000
Trust for London	-	-	-	8,250	-	8,250
The Access to Justice Foundation	-	-	-	7,150	-	7,150
Garden Court Chambers Special Fund	-	-	-	3,000	-	3,000
The JRSST Charitable Trust	15,047	-	15,047	15,047	-	15,047
The Law Society Charity	-	-	-	5,000	-	5,000
The Oakdale Trust	-	-	-	2,000	-	2,000
The Portal Trust	22,500	-	22,500	22,500	-	22,500
Tay Charitable Trust	2,000	-	2,000	5,000	-	5,000
The 29th May 1961 Charitable Trust	-	-	-	7,500	-	7,500
The 4814 Trust	-	-	-	-	10,000	10,000
New funders:						
The Crerar Trust	4,000	-	4,000	-	-	-
Anonymous	16,000	-	16,000	-	-	-
The Stafford Trust	5,000	-	5,000	-	-	-
Cameron McKenna Social Impact Fund	500	-	500	-	-	-
The Survival and Flourishing Fund	-	200,584	200,584	-	-	-
Sigrid Rausing Trust	-	25,000	25,000	-	-	-
Other:						
Existing / previous funders						
Allen and Overy Foundation	-	5,000	5,000	-	-	-
Herbert Smith Freehills LLP	-	8,000	8,000	-	6,000	6,000
Linklaters LLP	74,500	-	74,500	124,063	-	124,063
King & Spalding LLP	-	5,000	5,000	-	-	-
Ministry of Justice	-	-	-	71,883	-	71,883
Reed Smith LLP	-	5,000	5,000	-	5,000	5,000
CEO Sleepout	-	-	-	2,000	-	2,000
Covington & Burling LLP	-	-	-	-	4,025	4,025
Intermediaries for Communication	-	-	-	-	1,905	1,905
New funders:						
Global Leaders Forum	-	1,000	1,000	-	-	-
Clifford Chance LLP	-	20,000	20,000	-	-	-
DAC Beachcroft LLP	-	3,000	3,000	-	-	-
Raiser's Edge	-	345	345	-	-	-
Bryan Cave Leighton Paisner	-	1,000	1,000	-	-	-
White & Case LLP	-	5,000	5,000	-	-	-
Ashurst	-	10,000	10,000	-	-	-
Mishcon de Reya LLP	-	5,000	5,000	-	-	-
Baker & McKenzie LLP	-	5,000	5,000	-	-	-
Anonymous	-	10,000	10,000	-	-	-
Latham & Watkins	-	5,000	5,000	-	-	-
DLA Piper UK LLP	-	5,000	5,000	-	-	-
Education:						
Conferences	-	32,905	32,905	-	23,591	23,591
Publications	-	455	455	-	227	227
Other	-	-	-	-	520	520
Sub-total for research and education	284,650	441,539	726,189	416,701	140,518	557,219
Membership	-	137,068	137,068	-	150,664	150,664
Sub-total for membership	-	137,068	137,068	-	150,664	150,664
Total income from charitable activities	284,650	578,607	863,257	416,701	291,182	707,883

JUSTICE

Notes to the financial statements

For the year ended 31 March 2025

4a Analysis of expenditure (current year)

	Charitable activities					2025	2024
	Cost of raising funds £	Research & education £	Membership £	Governance costs £	Support costs £	Total £	Total £
Staff costs (Note 6)	206,826	819,227	35,337	31,180	126,798	1,219,368	1,198,281
Office costs	26,444	81,724	4,518	3,987	16,212	132,885	89,150
Premises costs	17,113	52,887	2,924	2,580	10,491	85,995	35,821
Professional fees	-	-	-	11,057	25,129	36,186	10,530
Other costs	-	-	-	-	22,471	22,471	4,708
Fundraising costs	15,938	-	-	-	-	15,938	4,969
Training, seminars and conferences	-	8,938	-	-	-	8,938	1,833
Depreciation	-	-	-	-	6,028	6,028	4,960
	266,321	962,776	42,779	48,804	207,129	1,527,809	1,350,252
Support costs	48,607	150,217	8,305	-	(207,129)	-	-
Governance costs	11,453	35,394	1,957	(48,804)	-	-	-
Total expenditure 2025	326,381	1,148,387	53,041	-	-	1,527,809	
Total expenditure 2024	230,053	1,096,905	23,294	-	-		1,350,252

JUSTICE

Notes to the financial statements

For the year ended 31 March 2025

4b Analysis of expenditure (previous year)

	Charitable activities					
	Cost of raising funds £	Research & education £	Membership £	Governance costs £	Support costs £	2024 Total £
Staff costs (Note 6)	168,829	911,272	16,883	25,324	75,973	1,198,281
Office costs	15,173	63,356	1,517	2,276	6,828	89,150
Premises costs	7,164	23,642	716	1,075	3,224	35,821
Professional fees	–	–	–	10,530	–	10,530
Fundraising costs	4,681	–	288	–	–	4,969
Depreciation	992	3,274	99	149	446	4,960
Other costs	4,145	–	–	563	–	4,708
Training, seminars and conferences	–	1,833	–	–	–	1,833
	200,984	1,003,377	19,503	39,917	86,471	1,350,252
Support costs	19,888	63,989	2,594	–	(86,471)	–
Governance costs	9,181	29,539	1,197	(39,917)	–	–
Total expenditure 2024	230,053	1,096,905	23,294	–	–	1,350,252

Notes to the financial statements

For the year ended 31 March 2025

5 Net income / (expenditure) for the year

This is stated after charging / crediting:

	2025 £	2024 £
Depreciation charge for the year	6,028	4,960
Operating lease payments	55,806	–
Auditor's remuneration (excluding VAT):		
Audit services	9,200	8,775
	<u>9,200</u>	<u>8,775</u>

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	961,220	983,510
Social security costs	107,717	104,375
Employer's contribution to defined contribution pension schemes	107,697	94,783
Redundancy costs	30,000	–
Staff recruitment	8,169	2,190
Staff training/practising certificate	4,565	4,379
	<u>1,219,368</u>	<u>1,189,237</u>

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2025 No.	2024 No.
£60,000 – £69,999	3	2
£70,000 – £79,999	2	1
£120,000 – £129,999	1	1
	<u>1</u>	<u>1</u>

The total employee benefits including pension contributions and employer's national insurance of the key management personnel were £529,878 (2024: £511,910).

The charity Board members were not paid nor received any other benefits from employment with the charity in the year (2024: £nil). No Board member received payment for professional or other services supplied to the charity (2024: £nil).

Notes to the financial statements

For the year ended 31 March 2025

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2025 Employed No.	2025 FTE No.	2024 Employed No.	2024 FTE No.
Raising funds	3.9	3.5	4.5	3.8
Research and education	12.2	11.0	14.4	12.4
Membership	0.6	0.6	0.5	0.5
Support	2.2	2.2	1.9	1.7
Governance	0.5	0.5	0.7	0.6
	19.5	17.8	22.0	18.9

8 Related party transactions

Aggregate unrestricted donations from related parties were £91,460 (2024: £96,618).

There are no other related party transactions to disclose for either year.

9 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10 Tangible fixed assets

	Database £	IT Equipment £	Total £
Cost			
At the start of the year	25,180	53,715	78,895
Additions in year	–	–	–
Disposals	–	(13,584)	(13,584)
At the end of the year	25,180	40,131	65,311
Depreciation			
At the start of the year	25,180	47,687	72,867
Charge for the year	–	6,028	6,028
Disposals	–	(13,584)	(13,584)
At the end of the year	25,180	40,131	65,311
Net book value			
At the end of the year	–	–	–
At the start of the year	–	6,028	6,028

All of the above assets are used for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2025

11 Listed investments

	2025 £	2024 £
Fair value at the start of the year	288,949	282,028
Additions at cost	1,060,600	–
Net (loss) / gain on change in fair value	(6,494)	6,921
Movement in cash balance	206,644	–
	<u>1,549,699</u>	<u>288,949</u>
Fair value at the end of the year	<u>1,549,699</u>	<u>288,949</u>

Investments comprise:

	2025 £	2024 £
UK Common investment funds	1,189,483	288,949
Gilts	153,572	–
Cash held in investment portfolio	206,644	–
	<u>1,549,699</u>	<u>288,949</u>

12 Debtors

	2025 £	2024 £
Other debtors	108,159	66,382
Prepayments	19,268	10,692
Accrued income	58,858	82,433
	<u>186,285</u>	<u>159,507</u>

13 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	15,597	13,764
Taxation and social security	27,105	28,284
Pension contributions payable	9,336	9,048
Accruals	61,346	52,720
	<u>113,384</u>	<u>103,816</u>

JUSTICE

Notes to the financial statements

For the year ended 31 March 2025

14a Movements in funds (current year)

	At 1 April 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2025 £
Endowment fund	2,126,788	–	(92,489)	–	2,034,299
Restricted funds:					
Criminal implementation	–	25,000	(25,000)	–	–
Criminal Justice Lawyer	–	45,899	–	–	45,899
Defending the rule of law, access to justice and human rights	(29,550)	45,452	(15,902)	–	–
Improving Access to Justice for Separating Families Working Party and the function and operation of Behavioural Control Orders Working Party	–	16,000	(16,000)	–	–
Intern funding	71,658	97,000	(47,234)	–	121,424
JUSTICE Innovation Hub	7,150	–	–	–	7,150
Racial Justice	–	30,500	(30,500)	–	–
Reforming Benefits Decision-Making Working Party	–	9,000	(7,614)	–	1,386
Scotland Lawyer / Fellow	–	11,000	(11,000)	–	–
Staff Wellbeing	–	5,000	(670)	–	4,330
Windrush Working Group	6,320	45,698	(35,079)	–	16,939
Total restricted funds	55,578	330,549	(188,999)	–	197,128
Total unrestricted funds	439,612	1,333,371	(1,252,815)	–	520,168
Total funds	2,621,978	1,663,920	(1,534,303)	–	2,751,595

The narrative to explain the purpose of each fund is given at the foot of the note below.

JUSTICE

Notes to the financial statements

For the year ended 31 March 2025

14b Movements in funds (prior year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Endowment fund	2,152,276	3,266	(28,754)	–	2,126,788
Restricted funds:					
Administrative Decision Making Working Party	19,697	17,000	(36,697)	–	–
Administrative Justice Council	303	80,133	(80,436)	–	–
Criminal implementation	–	25,000	(25,000)	–	–
Defending the rule of law, access to justice and human rights	(35,019)	74,750	(69,281)	–	(29,550)
Homelessness	–	9,500	(9,500)	–	–
Illegal Migration Bill	–	3,000	(3,000)	–	–
Intern funding	–	146,563	(74,905)	–	71,658
JUSTICE Innovation Hub	–	7,150	–	–	7,150
Race and state related deaths	467	5,000	(5,467)	–	–
Reforming Benefits Decision-Making Working Party	2,190	–	(2,190)	–	–
Scotland Lawyer / Fellow	–	5,000	(5,000)	–	–
Windrush Working Group	11,714	43,605	(48,999)	–	6,320
Total restricted funds	(648)	416,701	(360,475)	–	55,578
Total unrestricted funds	495,519	905,116	(961,023)	–	439,612
Total funds	2,647,147	1,325,083	(1,350,252)	–	2,621,978

14 Movements in funds (continued)

Purposes of endowment fund

Endowment funds are held as part of an expendable endowment fund and is comprised of the proceeds from the sale of the freehold property on Carter Lane in 2023, which were re-invested. The Trustees agreed to use the endowment fund to fund our office costs from January 2024 onwards.

Purposes of restricted funds

Restricted funds represent grants and donations given for specific purposes. Unspent funds at the year end are to be carried forward and spent on that specific project in a future period. The specific purposes are:

Administrative Decision-Making Working Party

While an individual is in prison, they remain subject to a number of rules and processes that can serve to unduly delay their release. The Administrative Decision Making Working Party examined these rules and processes to ensure that individuals do not remain in prison unlawfully or any longer than is necessary.

Criminal implementation

The Dawes Trust supported our core criminal justice work with a grant of £25,000.

Criminal Justice Lawyer

This donation is to cover the cost of employing a full time criminal justice lawyer for a year.

Defending the rule of law, access to justice and human rights

These grants have supported our work on upholding the rule of law, access to justice and human rights. This work was supported by the Joseph Rowntree Charitable Trust, (£20,405), the JRSST Charitable Trust (with a two-year grant of £30,094, with £15,047 received in this financial year), and the Evan Cornish Foundation (£10,000).

Homelessness

This work encompassed our work on behavioural control orders (civil orders with criminal consequences for breach) such as community protection notices and public space protection orders, that are aimed at addressing anti-social behaviour but have a disproportionate impact on those experiencing homelessness. It also includes our work on a rights based approach to government contracting, which includes local authority homelessness vulnerability assessments.

Illegal Migration Bill

This work on analysing and briefing Parliamentarians on the Illegal Migration Bill was supported by Garden Court Chambers Special Fund (£3,000).

Improving Access to Justice for Separating Families Working Party and the function and operation of Behavioural Control Orders Working Party

This project includes JUSTICE's work against domestic violence. This work is currently supported by a Trust that has asked to remain anonymous (£16,000).

14 Movements in funds (continued)**Intern funding**

Linklaters LLP (£74,500) and The Portal Trust (£22,500) have provided grants to support our internship and fellowship programme.

JUSTICE Innovation Hub

The Access to Justice Foundation provided £7,150 to support a scoping project looking at how to better harness data and evidence to provide a person centred data driven approach to policy making.

Racial Justice

This project aims to challenge discrimination and inequality in the UK justice system. This work is supported by the Legal Education Foundation with a two-year grant of £60,000, with £30,000 received in this financial year, and the CMS Cameron McKenna Social Impact Fund (£500).

Reforming Benefits Decision-Making Working Party

Abrdn Financial Fairness Trust (previously the Standard Life Foundation) supports our Working Party on Reforming Benefits Decision-Making and Outsourcing and Administrative Justice Working Party with a three-year grant of £24,980 (£9,000 received this financial year).

Scotland Lawyer / Fellow

The Stafford Trust (£5,000), the Crerar Trust (£4,000), and the Tay Charitable Trust (£2,000) supported the costs of our lawyer in Scotland.

Staff Wellbeing

The Legal Education Foundation supported JUSTICE's staff wellbeing and organisational resilience with a wellbeing grant of £5,000.

Windrush Working Party

The 'Reforming the Windrush Compensation Scheme' Working Party report was published in November 2021. It makes 27 recommendations to improve the process for those seeking compensation from the Home Office for the losses and hardships they suffered as a result of not being able to demonstrate their lawful immigration status. Many of the issues we identified with the Windrush Compensation Scheme are also applicable to other recent bespoke Home Office schemes. This work is supported by the Paul Hamlyn Foundation with a three-year grant of £120,000 (including an inflationary increase). Dechert LLP are also supporting the work providing pro bono support.

15a Analysis of net assets between funds (current year)

	Endowment £	Restricted £	Designated £	General unrestricted £	Total funds £
Tangible fixed assets	–	–	–	–	–
Investments	1,549,699	–	–	–	1,549,699
Net current assets	484,600	197,128	–	520,168	1,201,896
Net assets at the end of the year	2,034,299	197,128	–	520,168	2,751,595

15b Analysis of net assets between funds (prior year)

	Endowment £	Restricted £	Designated £	General unrestricted £	Total funds £
Tangible fixed assets	–	–	–	6,028	6,028
Investments	116,652	–	–	172,297	288,949
Net current assets	2,010,136	55,578	–	261,287	2,327,001
Net assets at the end of the year	2,126,788	55,578	–	439,612	2,621,978

Notes to the financial statements

For the year ended 31 March 2025

16 Operating lease commitments payable as a lessee

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods;

	Property 2025 £	2024 £
Less than one year	118,811	–
One to five years	<u>181,816</u>	<u>–</u>
	<u><u>300,627</u></u>	<u><u>–</u></u>

17 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

JUSTICE

England & Wales - Charity number 1058580

Accounts

JUSTICE

Report and financial statements
For the year ended 31 March 2024

Company Number: 03216897

Charity Number: 1058580

Scottish Charity Number: SC43518

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For the year ended 31 March 2024

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Reference and administrative information

For the year ended 31 March 2024

Company Number	03216897
Country of incorporation	United Kingdom
Charity Number	1058580
Country of registration	England and Wales
Scottish Charity Number	SC43518 registered in Scotland
Registered office and Operational address	2nd Floor, Lincoln House 296–302 High Holborn London WC1V 7JH

Board members Board members, who are also directors under company law and the charity trustees as defined by section 177 of the Charities Act 2011, who served during the year and up to the date of this report were as follows:

Peter Binning	Chair from 10 November 2020
Rachel Sexton	
Nick Benson	(from 8 November 2023)
I. Stephanie Boyce	
Alexandra Carr	(to 8 November 2023)
Patrick Corr	
Ruth Crawford KC	(from 8 November 2023)
Professor Naomi Creutzfeldt	
Alastair Livesey	
Jennifer MacLeod	
Sara Mansoori KC	
Maryann McMahon	(co-opted from 11 December 2023)
Kate Saunders	(to 8 November 2023)
Dame Alison Saunders DCB	
Alice Smith	
Christian Weaver	
Charles Wynn–Evans	(from 8 November 2023)

Key management personnel	Fiona Rutherford	Chief Executive
	Samantha Burrridge	Director of Operations
	Jane Collier	Director of Development (from 15 January 2024)
	Amanda Miller	Director of Development (to 31 January 2024)
	Stephanie Needleman	Legal Director
	Tyrone Steele	Interim Legal Director (from April 2023 to January 2024)

JUSTICE

Reference and administrative information

For the year ended 31 March 2024

Bankers	Lloyds Bank plc 222 Strand London WC2R 1BB
	CAFCash Ltd PO Box 289 West Malling Kent, ME19 4TA
Investment managers	BlackRock 33 King William St London EC4R 9AS
	CCLA Investment Management Ltd 80 Cheapside London EC2V 6DZ
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor 110 Golden Lane London EC1Y 0TG

An introduction from our Chair of the JUSTICE Board, Peter Binning

Welcome to JUSTICE's Trustees' Annual Report and Financial statements. I hope this provides you with an overview of the achievements and challenges we have faced across the past year.

This year was an extremely busy one for JUSTICE: we produced seven reports, each of which engaged our membership and the wider legal community to identify key issues and pragmatic solutions to pressing justice system issues. We also either launched or began scoping work on ten research projects – including a multiyear project on AI, human rights and the law – and continued our work to implement recommendations from our many previous reports. In addition, we undertook a significant amount of parliamentary briefing and consultation work due to the government's heavy legislative agenda, briefing on six bills and responding to seven consultations across a range of access to justice, rule of law and human rights issues.

Some outstanding achievements of the year include our landmark report on the rule of law, notable successes in implementing our recommendations for reform for private family proceedings for separating families, and ensuring government accountability in judicial review proceedings via a successful legal intervention.

We hosted a bumper programme of both free and ticketed events this year, reaching people from students to senior judges and audiences in Belfast, Edinburgh, Leeds, and London. Our event series on the rule of law was a particular highlight of mine, as well as our lively and thought-provoking annual conference.

In 2022 we sold our freehold property, which was originally bought as part of an appeal and formed part of our endowment fund. To stay true to the appeal's intentions of providing a home for the charity, the trustees finalised an endowment policy which stipulates that the endowment be conserved to fund office accommodation. After spending much of this year in temporary office accommodation, I am glad to say that the team are looking forward to moving into a new permanent office towards the end of the summer.

Our fundraising efforts were very successful again this year, bringing a 20% increase to overall income (due to increases in membership, donation, and JUSTICE60 income, as well as an increase in income from Trusts and Foundations and corporate organisations and some fantastic fundraising events).

Overall, however, JUSTICE recorded a net deficit of around £25k this year. Although this was an improvement on the expected deficit of £38k, we ended the year with reserves just over our reserves policy. The Senior Management Team are continuing to develop a five-to-ten-year plan and forecasting model to ensure JUSTICE's sustainability and growth for the future, to put the organisation on a more secure long-term funding base.

Trustees' annual report

For the year ended 31 March 2024

The Finance Committee and Board continue to oversee the finances, paying close attention to the plans for improving our deficit situation. We consider that the fundraising plans for the year ahead are achievable and we will support the staff to achieve these targets and monitor progress against them.

This is my last year as Chair of JUSTICE's board, as I am standing down in October. I look forward to seeing this important law reform and human rights charity continue to grow in expertise and influence in the years to come. I am very proud to have played a part in its hugely impressive range of work across the UK justice system – it has been a real privilege. I am also so grateful to all who work on behalf of JUSTICE and to you, our members and supporters.

I hope you enjoy reading this report. There is much for us to do in the next few years and much that JUSTICE can achieve, with the help of our members and supporters across the country and around the world (I am pleased to say that we have had a number of overseas guests at recent events who are very impressed with the work we do). I urge you to support us in any way you can and to spread the word about the work that we do and why it is more important than ever.

Thank you.

The JUSTICE Board present their report and the audited financial statements for the year ended 31 March 2024.

Reference and administrative information, set out on pages 1 and 2, forms part of this report. The financial statements comply with current statutory requirements, the memorandum, articles of association, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Purposes and aims

JUSTICE is an all-party membership organisation, drawn primarily from the legal profession with a common commitment to the rule of law and the fair administration of justice.

As reflected in our governing documents:

JUSTICE was established to promote the sound development and administration of the law for the benefit of the public in the following ways:

(a) By promoting education and conducting research into the law, including current and proposed practice and administration and reform of the law, as the JUSTICE Board thinks fit, and by publishing the useful results of such research;

(b) By providing specialist legal advice in relation to the law and legal procedures particularly in cases where it is apprehended that a miscarriage of justice has taken place;

(c) By providing legal representation for those who are unable to obtain legal representation from their own resources, particularly in cases where it is apprehended that a miscarriage of justice has taken place;

(d) and for such other purposes for the benefit of the community as shall be exclusively charitable.

Our primary focus is on overcoming institutional and procedural barriers to access to justice and fairness for people using the system. We put their experiences at the heart of our work, and we recognise that many aspects of the existing structure and practises within the justice system compound exclusion for disadvantaged people.

Trustees' annual report

For the year ended 31 March 2024

Across all our work we address:

Institutional weakness: considering ways to strengthen the operation of key institutions and frameworks in the justice system, testing them for fairness, accessibility, and efficiency.

Procedural deficiency: identifying and challenging unfair, inaccessible, and inefficient legal procedures. We will examine the potential of technology and innovation in delivering justice – including alternatives to traditional justice processes – and consider and influence its emerging impact on the system.

Biases in the justice system: exploring and confronting the ways in which the justice system adversely treats and impacts upon individuals and groups based on their status and/or protected characteristics including race, gender, disability and/or socio-economic status.

In recent years, JUSTICE has moved away from providing legal advice and representation. In part, this has been the result of the establishment of the Criminal Cases Review Commission (CCRC), which has taken on much of JUSTICE's previous work on miscarriages of justice. We continue to be involved in how miscarriages of justice are handled, both in the courts and by the CCRC.

The focus of our work

JUSTICE's strategic plan for 2021–24 continued to see our work span administrative, civil, family and criminal justice in the United Kingdom.

Our four intersecting core areas of activity have been:

- Using working parties of our members and other experts to identify and address areas ripe for reform. Supported by our staff, the working parties provide evidence-based analysis and propose practical solutions by drawing on leading academic research, international and comparative material, and lived experiences of people interacting with the justice system in different ways. We work towards implementing our working party recommendations, and use our reports to inform, influence and collaborate with decision-makers and other key actors.
- Acting as a bridge between law and lawmakers, briefing politicians from all parties on draft legislation relevant to the justice system in the UK and devolved Parliaments. We also respond to consultations from Government, parliamentary committees and other significant bodies within our areas of expertise.
- Holding informative events on our work and related issues, and on access to the legal profession for our members and other interested parties.
- Submitting third-party interventions before the UK Supreme Court and the European Court of Human Rights in cases that raise critical points of law in our areas of expertise.

JUSTICE also provided the Secretariat for the Administrative Justice Council (the AJC) during 2023–24, though we will not do so from April 2024 onwards for reasons set out below. Despite this change,

we foresee continuing to work closely with the AJC, both through the Secretariat and Fiona Rutherford's membership of the Council and the team's involvement in AJC projects.

Public benefit

Since its formation in 1957, JUSTICE has been at the cutting edge of the debate on legal reform and is widely respected for the breadth, depth and quality of its analysis. Today, more than ever, JUSTICE is involved in the issues that will shape the future legal landscape.

Direct beneficiaries of our work include ministers, judges, practising lawyers, law students and policymakers interested in the development and protection of the rule of law and human rights. This is in addition to the public at large, who benefit from system and policy changes we have identified and influenced into delivery to create a fairer UK justice system that is within everyone's reach.

The benefit of our work is demonstrated through: the adoption of our recommendations in government law reform initiatives and policy; the referencing of our contributions to government consultations; the adoption by parliamentarians of our suggested amendments to legislation; and the acceptance of our arguments in third-party interventions in court judgments. Our third-party interventions in the United Kingdom's Supreme Court and in the European Court of Human Rights are submitted 'in the interests of justice' and not on behalf of particular parties. When adopted, our arguments strengthen legal protection for all people beyond those directly involved in the proceedings.

The Board has 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 its future activities. In particular, the Board considers how planned activities will contribute to the aims and objectives that have been set. While some activities are available only to members, these are in the minority and the vast majority of our work is available to the public free of charge. The JUSTICE website provides accessible information on our work to the public at large.

The Trustees confirm that they have paid due regard to the public benefit guidance published by the Charity Commission in deciding the aims, objectives and activities of the charity.

The Board considers that JUSTICE's activities are of public benefit in at least the following ways:

- provision of independent research and analysis to external bodies, including the senior judiciary, government and politicians across the political spectrum to assist in formulating law, policy and practice related to justice matters, which can have significant benefit for people in the UK;
- dissemination of research and information about justice system reform directly to JUSTICE members, including: judges, barristers, solicitors, chartered legal executives, students, advisers to governments and corporations and non-governmental organisations, who are then better able to advise public and private bodies accurately about justice issues. This is frequently available to the public at large via social media platforms and our website; and,

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- offering conferences, lectures and other events on contemporary justice issues that are open to the general public to attend, to inform them about important issues which may affect their daily lives.

Principal Activities

Policy

More than ever, during this strategy period, we have strived to tackle urgent and important issues within the current social, economic and political constraints. To achieve this, our working parties, briefings and interventions have focused on the following themes (taken from our Strategy 2021–2024):

Reform of courts and the impact of COVID–19:

We will continue to monitor the HMCTS Reform Programme, urging that it increase access and fairness in the courts and tribunals. We will explore and evaluate ways in which the integrity of the courts and justice process can be maintained as they adapt to the impact of COVID–19. We will lead thinking on which aspects of the COVID–19 response should remain, be revised or be discarded as courts 'return to normal'.

User-centred justice:

The justice system must be comprehensible to all its users so that they can effectively participate and have confidence in it. Building on our 2019 Working Party Report, Understanding Courts, we will focus on improving the experience and involvement of specific cohorts of users, such as children, victims of crime and vulnerable people to enable fair outcomes.

In 2021, our Working Party 'Improving Access to Justice for Separating Families' undertook a child-centred review of what families need from the Family Court when they seek help with child arrangements, with particular emphasis on domestic abuse victims and unrepresented litigants.

Effective routes of redress:

Routes of redress are becoming increasingly uncertain or unavailable as a result of shifting State powers and responsibilities.

We will focus on ensuring privatisation, automation, and civil orders with criminal consequences do not inhibit effective challenge to decision-making through courts, tribunals and other complaints mechanisms.

Challenges to the courts and Constitution:

Independent and impartial courts are a central feature of the UK constitution. Safeguarding their integrity and remit amidst proposed reforms is crucial to the rule of law and ensuring access to justice.

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We will pursue projects addressing proposed reforms to the operation of the Supreme Court, the role of judicial review and amendment of the Human Rights Act. We will continue to examine judicial appointments, with a view to increasing judicial diversity.

Non-judicial decision-making:

At the start and end of court and tribunal processes, many public bodies and officials make significant decisions concerning individual rights and freedoms. Given the impact of these decisions on people's lives, these require careful scrutiny.

In the first part of the strategy period, we will consider the processes for release from imprisonment through the Parole Board and Criminal Cases Review Commission.

Other work:

We will continue to follow up on past reports and policy work by capturing whether our activities and interventions have paved the way for desired outcomes.

We will continue to collaborate and establish constructive relationships with diverse stakeholders within the justice system as we evidence, elaborate, and implement our work.

We will seek opportunities to expand our work in Scotland, Northern Ireland, and Wales in line with our above priorities, as relevant to those jurisdictions.

We will look to engage more closely with the International Commission of Jurists, using its network to strengthen our work, and supporting it as appropriate.

Development

The key to successful fundraising has been multifaceted and meaningful relationships, especially given the challenging political and economic climate. To this end, developing even stronger and deeper bonds with our donors, supporters and members through thoughtful engagement opportunities has been the foundation of the Development team's work over this strategy period. The Development priorities from our Strategy are detailed below.

Membership

JUSTICE is a membership organisation, and our members are among our greatest assets. Our members span law students, through the ranks of the legal profession, to retired lawyers and judges. They include practitioners of all different types of law and all branches of the profession. While our members cover the spectrum of politics, they share a common concern in maintaining the integrity of the justice system in the United Kingdom.

Strengthening and increasing our membership programme

Membership plays a crucial role in shaping our work, as well as a source of unrestricted and sustainable funding. We have worked to develop and create lasting relationships and multifaceted

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journeys for our members, especially those in the highest-level categories and corporate members, to ensure better acquisition and retention.

We have improved our engagement communications through segmentation and strategic messaging and streamlined our administrative communications to make the membership experience easier. Events are the cornerstone of our membership programme. We have provided thought-provoking and topical events to our current members and in order to attract new members.

We have maximised our reach through virtual events, allowing us to expand our membership beyond England by attracting new members from Wales, Scotland and Northern Ireland.

Fundraising

Broadening our current income streams and attracting new funders:

We have attracted new funders and increased support from existing donors by developing opportunities for them to support us beyond a single project and by investing in our longer-term growth, especially Trusts and Foundations. Our focus has been and will remain on obtaining unrestricted, multi-year funding and increasing our network of donors of all sizes and from varied industries.

We have continued to improve the experience of our JUSTICE60, Friends and major donors by working with the Development Board Chair and other key supporters to ensure these transformational supporter groups remain engaged in our work and invested in our impacts. We are committed to providing bespoke events and networking opportunities and will look to diversify growth by increasing corporate donors and approaching lawyers and leaders of industry from a wider audience.

We have enhanced our external communications and cemented our reputation as sector leaders, by focusing on more accessible content, targeted events, demonstrating our impact and encouraging wider audiences to engage with and support our work.

Achievements and performance

The charity's main activities and beneficiaries for 2023–24 are described below. All its charitable activities focus on strengthening the justice system and are undertaken to further JUSTICE'S charitable purposes for the public benefit.

Policy

Research projects

Over the past year, we have published seven research reports which have engaged our membership and the wider legal community. One further report is set to be published shortly and we have launched a new multi-year, multi-project workstream on AI, Human Rights and the Law. Many of our reports are produced through working parties of our membership and invited experts, meeting in committees over the life of the project to identify problems, issues and solutions and taking evidence from relevant sources. We make a series of recommendations relating to each area of the justice system, which we are working to implement. This year we have also conducted an observational research project, produced a practitioner's guide and done a stock take of the state of the rule of law in the UK, based in large part on our own Parliamentary briefing work. This work sits alongside the continuing implementation work on our previously reported work and working parties that are still in progress or in the scoping and evidence gathering stage.

Reports published in 2023–24

- [*Reforming the Afghanistan Resettlement Schemes: the way forward for ARAP and ACRS \(strategy theme 5: non judicial decision-making\)*](#)

This report, published in August 2023, analysed two schemes – the Afghan Citizens Resettlement Scheme (“ACRS”) and the Afghan Relocations and Assistance Policy (“ARAP”) – designed to help Afghan citizens whose lives are at risk due to having supported the UK during its presence in Afghanistan.

The Working Party advising on this report was comprised of lawyers, academics, NGOs, and community organisations. It first sat in January 2023, and met over the course of seven months. It consulted with a wide range of professionals with considerable knowledge and experience of the Afghan Resettlement Schemes, people with lived experience of the schemes, and public bodies, such as the Ministry of Defence, Home Office, and Foreign and Commonwealth Development Office to gather evidence and ensure accuracy.

JUSTICE found that neither scheme is working as it should. Despite promises to help Afghans relocate, significant delays, lack of transparency, and a lack of consistent Government decision-making remain.

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The report makes 24 recommendations to the Government which include proposed changes to improve the accessibility and efficacy of the schemes. Recommendations covered practical ways to reduce delays, improve consistent decision-making, clarify how the schemes work, improve communications to affected people, enhancing transparency, hastening relocation times, and the need to lower the threshold for what counts as an 'unsafe journey', amongst other things.

This project was funded from the Paul Hamlyn Foundation grant, a three-year grant of £120,000, with £43,605 received in this financial year. Dechert LLP provided pro bono support.

- [Lowering the Standard: A review of Behavioural Control Orders in England and Wales](#)
Strategy theme 3: effective routes of redress

This report, published in September 2023, looked at the rapidly increasing use of 'Behavioural Control Orders' ('BCOs') – legal tools that impose conditions on a person with the aim of changing their behaviour. It analysed whether the current BCO regime is achieving its aims to protect victims, prevent crime, and rehabilitate individuals.

Following the template of Anti-Social Behaviour Orders ('ASBOs'), BCOs have quietly crept across our justice system. Today there are over 30 types of BCO, seeking to tackle a range of issues such as anti-social behaviour, football violence, organised crime, trafficking, domestic abuse, stalking, sex-offending, and protest, amongst others.

The working party advising on this report including legal practitioners, academics, representatives from the police and local authorities, and relevant charities. It gathered evidence from a wide range of sources and stakeholders via meetings and interviews and by hosting and attending subject-specific roundtables and events on issues such as knife crime, gendered violence, and anti-social behaviour.

The report found that successive Governments failed to provide robust evidence that BCOs are an effective way of dealing with these complex issues. Controversial examples range from banning a pensioner from wearing a bikini in her garden to restricting a family with an autistic child from closing the door too loudly, under threat of a fine or prosecution.

The report identified four overarching areas of concern: First, legal ambiguities and lack of training, funding, and monitoring have led to inconsistent and inappropriate enforcement practices. Second, despite the Government's insistence that BCOs are preventative and have rehabilitative aims, they are unduly punitive in practice. Third, widespread lack of data on the use and outcomes of BCOs makes it difficult to assess their effectiveness. Finally, new BCOs are too often borne from political knee-jerk reactions to specific, one-off events rather than from pragmatic, evidence-based policymaking.

Key recommendations in the report include:

- An urgent review into the function, efficacy, and impact of existing BCOs.

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- The creation of new Orders must be based on a solid and transparent evidence base and be subject to pre-legislative and post-legislative scrutiny and be monitored on an ongoing basis.
- The Home Office must work with HM Courts and Tribunals Service, the Office of National Statistics and enforcement bodies to rapidly improve data capture.
- Gaps in existing statutory guidance must be immediately addressed in consultation with experts and procedural safeguards strengthened.
- Mechanisms should be put in place to embed multi-agency working and enforcement bodies should create specialised, accredited roles for single points of contacts or leads for types of Order.
- Legal Aid arrangements must be urgently reviewed to ensure that recipients of Behavioural Control Orders, as well as victims who bear the burden of applying for Behavioural Control Orders, have access to challenge the imposition of an Order, given that breach of an Order leads to a criminal offence.

King & Spalding LLP supported this work with pro bono research and in-kind support. Shepherd and Wedderburn supported this work through pro bono research. This work is also supported by The 29th May 1961 Charitable Trust (£7,500) and CEO Sleepout (£2,000).

- [The State We're In: Addressing Threats and Challenges to the Rule of Law](#)
Strategy theme 4: challenges to courts and Constitution

The rule of law – at its most basic, the principle that we all benefit from and answer to the same set of rules – is the foundation of a democratic society. When it is stable and secure, it protects the citizen from arbitrary state power, provides certainty to domestic and international commerce, and preserves the independence and impartiality of our judiciary. Like any foundation, however, there is no guarantee that serious damage will be noticeable at first glance; close inspection is required.

This substantial evidenced-based body of work, published in September 2023, looked at the importance of the Rule of Law as a legal concept fundamental to the proper functioning of our democracy, and at the various ways it has been eroded in recent years, both now and prior to the pandemic.

It found that, over the past decade and particularly in the last five years, the process of lawmaking has become less transparent, less accountable, less inclusive, and less democratic. It urges current and future governments to wake up to the worrying trajectory the UK is on and start to reinstate our longstanding adherence to the Rule of Law.

This work is supported by grants from the Joseph Rowntree Charitable Trust, JRSST Charitable Trust and The Legal Education Foundation and is aimed at responding to proposed reforms of administrative law including judicial review and immigration and the Human Rights Act. Clifford Chance LLP provided pro bono research for this project.

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Linked to this report and with a view to raising awareness of the issues it raises, we have held and will continue to hold a number of events (see below in relation to these).

- [*Remand Decision-Making in the Magistrates' Court: A Research Report*](#)
Strategic goal 2: user-centred justice

JUSTICE completed its observational research project of remand decision-making in the magistrates' courts in November 2023. This project aimed to better understand how magistrates and district judges make their decisions and whether there are any problematic patterns of decision making in respect of remand issues and possible systemic issues, particularly around racial and gender bias.

One in five people in prison are being held awaiting trial or sentencing (i.e. are held 'on remand') – up from one in nine in 2019. This jump – largely caused by increasing numbers in custody awaiting trial – has been a key driver of prison overcrowding. Until this report, a serious lack of public data has obscured its causes.

The report, based on the observation of over 740 hearings across England, opened this black box of bail decision-making. It found that most decisions to either jail people awaiting trial or add conditions to their bail often did not follow the correct legal processes.

The law says defendants should be released on unconditional bail to await trial unless there are substantial reasons not to. Any decision to override this is supposed to be made with reference to the relevant law (the Bail Act 1976); give reasons in language the defendant can understand; and refer to the facts of their particular case.

Yet the large majority of decisions to either imprison people or impose conditions on their bail observed by JUSTICE did not follow this correct legal process. This data suggests thousands of people may have been imprisoned without magistrates' courts following correct legal process, and without people fully understanding the proceedings they were subject to.

The data also showed that non-legal factors such as race, nationality, and the use of secure docks and video links for defendants are impacting court choices about whether to either grant people unconditional bail, impose conditions on their bail, or jail them while they await trial.

In consultation with stakeholders, we are now working on producing a set of recommendations aimed at addressing the issues uncovered by this research.

Students at University College London, Newcastle University, Nottingham Trent University and Exeter University and lawyers at Reed Smith LLP and Skadden, Arps, Slate, Meagher & Flom LLP helped us with data collection for this work over 2022.

This work is supported by the Dawes Trust (who are funding our criminal implementation work), and Reed Smith LLP have provided pro bono research support.

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- [Achieving Racial Justice at Inquests: A Practitioner's Guide](#)
Strategy theme 2: User centred justice

This guide, produced together with the charity INQUEST and published in February 2024, provides lawyers representing families bereaved by deaths in police custody, prisons, immigration detention, and mental health settings with the legal expertise to raise the potential role of race and racism at inquests. It also provides foundational knowledge and strategy to coroners to ensure they satisfy their duty in fully investigating the circumstances in state custody deaths.

The deaths of Black and racialised people are among some of the most violent, neglectful and contentious of all deaths in state custody. Yet inquests rarely ever address race or racism. For bereaved families, inquests present key opportunities to find out how and why their loved one died. Not only does the failure to explore issues of race and racism stop families from learning the truth; it also prevents potentially life-saving issues from being identified and addressed.

Aiming to help address this issue, the guide equips lawyers and coroners with the tools to recognise, raise, evidence, and investigate issues of race and racism at inquests. The working party advising on this report was made up of legal practitioners, people with lived experience of this issue, relevant charities and campaigners, and academics.

The Law Society Charity (£5,000) support this work. Morrison Foerster, and Skadden, Arps, Slate, Meagher & Flom LLP provided pro bono support.

- [Reforming the EU Settlement Scheme: The Way Forward for the EUSS](#)
(strategy theme 5: non-judicial decision making)

This report, published in March 2024, analysed key operational issues with the EU Settlement Scheme – the scheme designed to secure eligible European Economic Area ('EEA') nationals their rights to live and work in the UK after Brexit. The EUSS grants successful applicants either 'settled' or 'pre-settled' status, both of which recognise their right to live and work in the UK and to access NHS care and other benefits.

The scheme has had some notable successes – not least by handling applications from over 6 million people. Yet many of those affected have not yet applied because they do not know they need to update their immigration status. Everyone granted pre-settled status also needs to reapply later on to get settled status. Between 15,000 to 20,000 applications come in each month, meaning the scheme's decisions still impact hundreds of thousands of people every year.

The Working Party advising on this report was made up of legal practitioners, academics, people with lived experience of navigating the scheme, and relevant campaigners and charities.

The report identified ongoing problems with the scheme that put millions of people at risk of wrongly losing their jobs, homes, and access to healthcare and benefits. In addition to this, continuing problems with the scheme's online 'proof of status' portal mean even those who have

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secured the right to live and work in the UK sometimes have no way to prove this, leaving them needlessly missing flights, job opportunities, and housing rental options.

The report makes 16 recommendations to strengthen the EUSS, including: automatically moving eligible people from pre-settled to settled status without having to reapply; giving people a reliable offline way to show their settlement status; training and clearer guidance to ensure all kinds of residence and relationship evidence is given proper weight; a reinstated and improved route to review decisions without the need for an immigration tribunal; and ensuring those who do need to appeal decisions at a tribunal have access to the necessary legal support to do so.

This project was funded from the Paul Hamlyn Foundation grant, a three-year grant of £120,000, with £43,605 received in this financial year. Dechert LLP provided pro bono support.

- [Time Better Spent: Improving Decision-making in Prisons](#)
strategy theme 5: non judicial decision making

This report, published in March 2024, examined key areas of prison decision-making: categorisation and risk, incentives and discipline, segregation, mechanisms for redress, and the standards that ought to apply to the treatment of people in prisons.

The UK has the highest prison population in western Europe, and it continues to grow. The Ministry of Justice forecasts the prison population to exceed 100,000 people by early 2026. Nearly 30% of people in prison are there for non-violent or non-sexual offences and nearly 20% are there to await trial or sentencing.

Prisons are widely acknowledged to be in crisis, with two thirds of prisons in England and Wales holding more people than they were designed to house in recent months. Official reporting finds instances of raw sewage flowing through cells, chronic and severe staff shortages, prisoners locked in cells for 23 hours a day, and multiple people sharing cells meant for one. Very high rates of self-harm and violence have become common.

The Working Party advising on this report was made up of a former Chief Inspector of Prisons, academics, legal practitioners, relevant campaigners and charities, as well as those with lived experience of the prison system. It drew on evidence from a broad range of sources and stakeholders, including HMPPS, the Prison and Probation Ombudsman, HM Chief Inspector of Prisons, legal practitioners, and academics. We also benefited from insights obtained via a roundtable of prison governors. Our desk-based research, conducted with the assistance of Sidley Austin LLP, included comparative research in relation to a number of overseas jurisdictions, including Canada, Norway, Germany, the Netherlands and New Zealand.

The report notes that other European nations experiences' show progress on prison conditions and reoffending is within our reach. In Norway, policy changes dropped a 70% reoffending rate in the 1990s to its current level of 20%. And the Netherlands was able to shrink its prison population by 40% between 2005 and 2022.

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In Norway, people sentenced to prison are placed in a queue to await an available prison space. Today's report recommends adopting and tailoring this approach to the UK's needs by:

- Pausing all new admissions to prisons officially flagged as having urgent and significant performance concerns until these have been properly addressed.
- Placing suitably risk-assessed people under electronically monitored 'home detention curfew' while they wait for a prison place (home detention curfew releases people from custody with certain rules, e.g. about where they go and when they return home).
- Ensuring immediate prison spaces for those who pose the greatest safety risks.
- Deducting this time spent in home detention from people's sentences.
- Developing rehabilitation approaches that work in home detention.
- Not putting more people in a prison if doing so would jeopardise safety and decency and prevent the delivery of appropriate rehabilitative activities.

The report also recommends granting people in prisons means-tested legal aid. This relatively inexpensive change, the report argues, would add essential checks to a system that otherwise controls almost every aspect of prisoners' lives – allowing people to appeal life-changing decisions about their risk categorisation, for example.

It also advocates for the need to find alternative ways to handle mental health crises rather than relying on segregation units and makes several other recommendations to improve the fairness and transparency of decision making in prisons, including improvements to the complaints system.

This work is supported by the Bromley Trust who provided a two year grant of £30,000 in 2022–23, £15,000 received in this financial year, the Dawes Trust who provided a two year grant of £50,000, £25,000 received this financial year (towards criminal implementation work), the Oakdale Trust (£2,000), and Sidley Austin LLP through pro bono support.

Working Party implementation work in 2023–24

- [*Improving Access to Justice for Separating Families*](#)
(Strategy theme: user-centred justice)

From 2021–2022, JUSTICE's Improving Access to Justice for Separating Families Working Party considered how access to justice can be improved for separating families in private family proceedings. Separation is often distressing and traumatic, particularly when children are involved. Most families resolve disagreements about children privately, but some cannot and need additional help; they may not be emotionally or practically ready to negotiate, or there may be imbalanced power dynamics – for example domestic abuse – which would make unassisted negotiation unfair or unsafe.

The Working Party analysed how to better secure access to justice for these families, who face a confusing landscape of advice and support with scarce affordable and trustworthy legal advice (only one in five cases that go to court has a lawyer on both sides). Children at the centre of disputes are

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nearly always not a party to the legal proceedings and too often feel unheard and unsupported. The final report made 43 ambitious but realistic recommendations related to child arrangements problems and their resolution in England and Wales.

In April 2023, JUSTICE lawyer, Ellen Lefley, presented the report's recommendations to the Family Justice Council, chaired by the President of the Family Division, Sir Andrew McFarlane. And in May and June 2023, JUSTICE responded to two linked consultations on the earlier resolution of private family law arrangements.

In January 2024, the Ministry of Justice announced plans to reform private family justice adopt a series of JUSTICE recommendations, including a key recommendation to pilot early legal advice for families with child arrangements problems. We are now urging the Ministry of Justice to consult with community support organisations and individuals with experience of unmet family legal need to ensure the pilot is designed around the people it is intended to help.

Other important JUSTICE recommendations adopted include:

- A new online information tool for families, in line with our arguments on the need for a clear, trusted information source.
 - National roll out of 'pathfinder courts' which take an investigative, not adversarial, approach, including speaking to children earlier and more often.
 - An improvement to how risks like domestic abuse are identified, in line with our recommendation for universal and systematic 'risk screening' to better spot when families need in-depth risk assessments and bolster holistic support for those who need it.
 - More support for child-inclusive mediation.
- **Securing access to justice: reviewing the Windrush compensation, EU Settlement and Afghan Resettlement and Relocation Schemes**
(Strategy themes: non-judicial decision-making; effective routes of redress)

In addition to the launch of the reports on the EUSS and Afghan Resettlement Schemes detailed above we have continued to work on implementing the recommendation from the Reforming Windrush Compensation Scheme report, published in November 2021. We held a number of meetings with the Home Office to discuss our recommendations, operational challenges and practical difficulties of the scheme including with Nigel Hills, Director of the Windrush Compensation Scheme. We are pleased to hear that the Home Office are looking at getting rid of the £250 cap for the homelessness award. We were recently informed that after listening to our feedback the Home Office are reviewing the current exclusion from the Scheme of compensation for occupational and private pensions. We will continue to work with the Home Office advocating for the change and drawing on our expertise to provide case studies and methodologies for how this can be done effectively.

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The Home Office has implemented a number of other recommendations from JUSTICE's Working Party report, including those relating to the independent person; providing video guides to help claimants understand the application process; and providing a reasoned explanation when no preliminary payment is awarded.

In order to strengthen the evidence base for the need for legal advice for claimants, in January 2024 we set up a Windrush Compensation Scheme Legal Representative's Group. The group is compiling case studies where an individual has applied to the compensation scheme without any legal assistance, received a low or no award, and subsequently reapplied or went through the review process with legal assistance and been awarded a higher amount of compensation. With the necessary permissions, we will interview the claimants and their legal representatives to produce a detailed picture of the difference the legal representation made.

On the basis of JUSTICE's work on the Windrush Compensation Scheme, our policy lead provided a witness statement in the judicial review case of *Oji v Legal Aid Agency*, challenging the LAA's decision to refuse the claimant's application for exceptional case funding for assistance with her application. The case was heard in February.

In June 2023 JUSTICE hosted an event on the Windrush Compensation Scheme to mark the 75th Anniversary of Windrush. The event looked at the weaknesses of the scheme, and what actions have been taken by individuals and groups to reform it and ensure that claimants receive the compensation they are entitled to. The panel included Glenda Caesar, Ravi Nayer (Bryan Cave Leighton Paisner), Martin Levermore MBE DL (Independent Person to the Windrush Compensation Scheme), and Anna Steiner (University of Westminster).

- **A Parole System Fit for Purpose**

(Strategy theme: non-judicial decision-making)

In April 2021, JUSTICE launched its a Parole System fit for Purpose Working Party, which examined the role, powers, and procedures of the Parole Board and wider system. Implementation work in respect of this report has largely taken place through our work around the Victims and Prisoner's Bill (see below).

We are grateful to Jude Bunting KC and Stephanie Davin of Doughty Street Chambers for pro bono advice in relation to the Government's proposals in the Victims and Prisoners Bill. This work is also supported by the Dawes Trust (who are funding our criminal implementation work).

- **Reforming Benefits Decision-Making**

(Strategy theme: non-judicial decision-making)

We have continued to examine and make recommendations in respect of outsourced health assessments for benefits as part of our working party *Beyond the blame game: a responsible and rights centred approach to government contracting?* (see above).

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In addition, our public lawyer has been attending DWP workshops on its Health Transformation Programme and the HMCTS Tribunal Engagement Group. We also responded to the Ministry of Justice's Review of Civil Legal Aid drawing on the Reforming Benefits report (amongst others).

- **Tackling Racial Injustice: Children and the Youth Justice System**

In February 2021 we published Tackling Racial Injustice, chaired by Sandra Paul and with the assistance of Travers Smith LLP. At most stages of the youth justice system – from arrest to custody – the proportion of Black and Minority Ethnic young people is higher than the proportion of white young people. This Working Party examined the causes of racial disproportionality in the Youth Justice System (YJS) of England and Wales and made recommendations to ensure that children are not needlessly criminalised by improving the attitudes, processes and procedures in the YJS.

We have been working as part of the Art Not Evidence group to end the inappropriate use of drill music as evidence in criminal trials, an issue identified in the report. We met with the CPS to discuss their guidance on the use of drill music as evidence. We are also preparing a suggested amendment to the criminal procedure rules to limit the use of drill music. We are running a workshop on drill at the Oxford Listening Workshops – Sound and Music organised by Professor Naomi Waltham-Smith, Merton College. The above is in addition to the third-party intervention re drill music mentioned below.

As described above we have commenced a new project looking at the looking at Black and racialised women and girls' experiences of the justice system.

In a new jurisdiction for JUSTICE, we filed two near identical appeals in the First Tier Tribunal from decisions of the Information Commissioner's Office. The appeals concern Freedom of Information Act requests by JUSTICE for statistical ethnicity, age and gender information held by Merseyside Police and West Midlands Police in respect of referrals made by the police forces to the Prevent programme. Information was withheld by those forces under ss24 (national security) and 31 (law enforcement) of FOIA. The hearing is provisionally scheduled for January 2024, and this work is based on recommendations and evidence from our report.

Clifford Chance LLP provided pro bono support for this project and this work is also supported by the Dawes Trust (who are funding our criminal implementation work).

- **When Things Go Wrong**

The When Things Go Wrong Working Party was chaired by Sir Robert Owen and published in August 2020. It made recommendations aimed at addressing the erosion of public trust in the response of the justice system to deaths giving rise to public concern.

The implementation work for this report has taken the form of the Achieving Racial Justice at Inquests guide described above as well as work on the Victims and Prisoners Bill (see below). In addition, our Legal Director gave evidence to the House of Lords Statutory Inquiries Committee on the Inquiries Act 2005 and we responded to the Justice Committee's inquiry into the Coroner Service. Our evidence offers a roadmap for improving the service and promoting transparency,

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accountability, and dignity for bereaved families. Our recommendations included: expanding legal aid for bereaved families at inquests; measure to reduce regional disparities and ensuring a consistency include the establishment of a Coroner Service Inspectorate to monitor standards and a full-time Chief Coroner appointment; establishment of a National Oversight Mechanism dedicated to monitoring and implementing Prevention of Future Death recommendations; and increased co-ordination between investigating agencies for example through collaborative witness questioning to streamline proceedings.

- **Solving Housing Disputes**

We have continued to work towards implementing the recommendations of our 2020 Solving Housing Disputes Working Party report this year.

We have been working on the Renters Reform Bill. JUSTICE's Chief Executive gave oral evidence to the Public Bill Committee, she highlighted the need to end section 21 no-fault evictions without delay and raised concerns over the disaggregated and confusing landscape that exists for the resolution of housing disputes.

We responded to the Ministry of Justice's Review of Civil Legal Aid drawing upon our Solving House Disputes Report (amongst others). In respect of housing, we highlighted the urgent need to increase legal aid fees for housing advice providers to address the rapid decline of providers. Housing advice deserts affect huge swathes of the country and are likely to continue worsening unless the sector receives significant investment. This is extremely worrying considering the cost-of-living crisis, during which more people than ever are struggling to pay rent and are therefore at risk of becoming homeless.

In addition, our working party on Behavioural Control Orders considered the disproportionate impact of many of these orders on people experiencing homelessness (see above). We have also been briefing Parliamentarians on the Criminal Justice Bill (see below).

- **Preventing Digital Exclusion from Online Justice**

We continue to work on implementing recommendations from our report Preventing Digital Exclusions which was chaired by Amanda Finlay CBE.

Across all our workstreams we consider the issues that arise for those who are digitally excluded and make recommendations aimed at addressing these. In particular, this Working Party report has provided a strong background and starting point for our new AI, Human Rights and the Law workstream.

JUSTICE continues to sit on AJC's Digitisation Working Group chaired by Caroline Sheppard OBE. The group is reviewing the progress of HMCTS's reform programme and identifying areas for improvement for five discrete user groups: lay claimant/appellants, respondents (specifically government departments), judges, court/tribunal staff, and advice and support organisations. JUSTICE's focus is on the improvements required for lay users and the advice organisations supporting them, with a focus on the Digital Support service now available from HMCTS for digitally

excluded users. JUSTICE consulted with stakeholders including HMCTS lead for the Digital Support service and Support Through Court, one of the delivery partners providing the service.

- **Understanding Courts**

We continue to promote the principles from our Understanding Courts Working Party, chaired by Sir Nicholas Blake, across all our work streams. JUSTICE lawyers continue to engage regularly with the Ministry of Justice and HMCTS on issues arising out of this report.

- **Legal Assistance in the Police Station**

Our first Working Party report in Scotland was published in June 2018, chaired by the Rt. Hon. Lord Eassie. It looked at the reasons for the high level of suspects waiving the right to a solicitor and the quality of advice and support provided to individuals. We are continuing to implement this work through the collaborative PhD described above.

Other projects

- **'JUSTICE Insights' a new data and policy initiative (previously called the JUSTICE Innovation Hub)**

JUSTICE recognises the need to ensure data about the justice system exists and is used to identify problems and evaluate proposed solutions. We also aim to play a key role in gathering, synthesising, and disseminating high quality data to better understand the way the current system works and the needs of the people who require justice-related services, including courts. With this knowledge of what does and doesn't work in the current system and a clearer understanding of the needs of the people it serves we seek to utilise this evidence to identify areas of pressing need for the policy arm of JUSTICE Insights to work on including by bringing together actors from research, policy, and civil society and by building links internationally to share insights and seek solutions. To initiate this work, in November 2023 we commissioned external consultancy support, Dr Natalie Byrom, to scope this idea out and develop proposals to create a new Justice data and policy initiative- 'JUSTICE Insights'. This work has included stakeholder interviews and desk research and will result in a report in the financial year 2024/25.

The Access to Justice Foundation have provided £7,150 to support this work.

Briefing on legislation and public consultation

JUSTICE continues to disseminate detailed submissions on relevant legislation and respond to consultations of Government, select committees and the judiciary that are relevant to our priorities. These are reasoned memoranda that include discussion of relevant law. They are designed to assist parliamentarians of all parties in scrutinising legislation and Government and other bodies in their considerations of the reform of their processes.

This year has seen JUSTICE engage in a significant amount of briefing and consultation work due to the heavy legislative agenda. These bills included the Illegal Migration Bill, the Victims and Prisoners

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Bill, the Retained EU Law (Revocation and Reform) Bill, the Safety of Rwanda (Asylum and Immigration) Bill, the Criminal Justice Bill, the Renters (Reform) Bill, the Sentencing Bill, and the Data Protection and Digital Information Bill, all of which have implications for the UK constitution, human rights and the rule of law. In addition, we responded to seven consultations, also covering a range of access to justice, rule of law and human rights issues.

Below, we highlight three of the Bills we briefed on to give a sense of this work.

- ***The Illegal Migration Bill***

JUSTICE has significant concerns with this legislation, which was introduced with little consultation or scrutiny and subject to a very short Parliamentary timetable. Consequently, we drafted six parliamentary briefings on the Bill between April–June 2023.

The Bill's stated aim was to deter people from crossing the Channel in small boats by deeming the asylum claim of anyone who arrives in the UK irregularly as inadmissible – leaving them open to being detained indefinitely or removed to their own country or a “safe” third country. JUSTICE advised parliamentarians that the Bill likely breached international law, diminished government accountability, and handed significant power to the executive. We also argued that, by applying retrospectively to those asylum seekers already in the UK, the Bill was deeply unfair and undermined legal certainty.

We had some limited success in amending the Bill so that the date on which the duty to remove came into force was amended from date the Bill was introduced to the date the Bill passed so the Bill did not operate retrospectively. This work was supported by the Garden Court Special Causes Fund with a £3,000 donation, and Garden Court Chambers also supported pro bono.

- ***The Victims and Prisoners Bill***

JUSTICE briefed Parliamentarians extensively on the Bill explaining that it fails to deliver on key promises to victims and poses significant challenges to human rights and the rule of law. We also engaged with the Bill team at the Ministry of Justice.

The Bill initially contained a power for the Secretary of State to veto the Parole Board's decision to release a prisoner. This would have threatened the status of the Parole Board as a court-like body and challenged the separation of powers and therefore the rule of law. We were instrumental in convincing the Ministry of Justice to remove this power from the Bill. In addition, the Government tabled amendments to remove the powers in the Bill that would have changed the role of the Parole Board chair and enabled the Secretary of State to dismiss the Chair of the Parole Board. These are changes that we advocated for.

In addition, we supported amendments relating to the Sentence of Imprisonment for Public Protection alongside a number of other organisations including the Howard League for Penal Reform, the Prison Reform Trust, Liberty, Amnesty and INQUEST.

We also raised concerns around the definition of ‘major incidents’ as well as the lack of

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requirements for the standing advocate to consult with victims when advising the secretary of state. We advocated for the extension of the Victims Code (applicable to victims of crime) to victims of major incidents as well. We also worked alongside INQUEST and Hillsborough Law Now supporting an amendment which would introduce a statutory duty of candour. This amendment was passed by the Lords at report stage.

- **The Safety of Rwanda (Asylum and Immigration) Bill**

In November 2023, the Supreme Court held in an unanimous decision that the Government's previous Rwanda Memorandum of Understanding was unlawful for several reasons; most notably that it risked refoulement (asylum-seekers being directly/ indirectly returned to their home country before their asylum claim is properly considered) found in the Refugee Convention, Article 3 of the European Convention on Human Rights ('ECHR') and a number of other international legal instruments and domestic law.

In response, the UK Government agreed a new treaty with Rwanda which was published in December 2023. JUSTICE, alongside the Immigration Lawyers Practitioners Association ('ILPA') and Freedom from Torture, briefed Parliamentarians on the Safety of Rwanda (Asylum and Immigration) Bill.

We opposed to this legislation on the following basis:

- It legislates a legal fiction, reversing the Supreme Court's factual assessment of the risk of harm in Rwanda, without properly addressing the Court's concerns about the Rwandan asylum system and ousting our domestic courts' jurisdiction to consider the issue; it is an abuse of Parliament's role.
- It disapplies, domestically, treaties that the UK remains bound by internationally, showing bad faith, setting poor precedent and making the UK an unreliable partner internationally.
- It breaches the European Convention on Human Rights ('ECHR'), when commitment to that is a part of the Good Friday Agreement and the Northern Ireland settlement, as well as the UK's treaty arrangements with the EU.
- It is an attack on judicial scrutiny, undermining our constitutional separation of powers.
- It threatens the UK's role as a global leader in championing the rule of law, democracy and human rights.

We also, alongside Immigration Lawyers Practitioners Association ('ILPA'), submitted evidence to the House of Lords International Agreements Committee on the UK-Rwanda asylum partnership treaty.

Our responses over the financial year can be found at: <https://justice.org.uk/our-work/bcr/>

Our briefing and consultation work was supported by the Joseph Rowntree Charitable Trust, with a three-year grant of £71,597, which has been extended by another year to December 2024 (£27,207 of additional funding), £24,703 has been received in this financial year. The JRSST Charitable trust

has supported this grant with a two-year grant of £30,094, of which £15,047 was received this year. The Legal Education Foundation also supported this work with a two-year grant of £70,000, with £35,000 received in this financial year. This programme of work has also been supported pro bono by many law firms.

Third Party Interventions

Nealon and Hallam v UK

In July, the European Court of Human Rights (Grand Chamber) heard [Hallam and Nealon v UK](#), which concerns the UK's compensation scheme for miscarriages of justice. This requires proof beyond reasonable doubt of innocence — an almost impossible bar to reach. We made written submissions to the Court. We await judgment.

The case was heard on 5 July 2023. We are grateful for the assistance of Gibson Dunn LLP for further research and Jodie Blackstock, Garden Court Chambers for acting as pro bono counsel.

U3 v SSHD [2022] UKSIAC SC/153/208 and SC/153/2021

JUSTICE was granted permission to intervene in the Court of Appeal in the case of U3. The case concerns the deprivation of UK citizenship of a woman – U3 – and refusal to allow her to re-enter the country, both for reasons of national security. U3 appealed both decisions, but JUSTICE's intervention focused on the deprivation of citizenship appeal.

JUSTICE's intervention related to the approach that should be taken by SIAC in deprivation of citizenship appeals. JUSTICE's intervention focused on those appellants who have had no opportunity to put across their version of events before the original decision is made, as is often the case in national security cases and indeed was the case for U3.

We filed our written submissions in February and were subsequently granted permission to make oral submissions. The case was heard in April 2023. Unfortunately, our arguments were not successful. However, the case has now been granted permission to appeal to the Supreme Court following a Rule 15 letter from JUSTICE in support of the grant of permission. We will seek to intervene in the Supreme Court.

JUSTICE is extremely grateful for the pro bono assistance in this matter from Freshfields Bruckhaus Deringer LLP and Tom Hickman KC, George Molyneaux, and Rayan Fakhoury of Blackstone Chambers.

R (IAB & OTHERS) v S/S HOME DEPARTMENT & S/S LEVELLING UP, HOUSING, AND COMMUNITIES

JUSTICE intervened in this case – heard in November 2023 in the High Court – on a single issue: the redaction of the names of 'junior civil servants' by the Government from documents disclosed in

judicial review proceedings. The term 'junior civil servant' is a broad one, and may include political Special Advisors, who are classed as temporary civil servants, as well as external contractors.

In the case, the government proposed to redact routinely any names outside the senior civil service from documents disclosed in judicial review proceedings; a policy which risked hiding the names of external contractors and political Special Advisors as well as that of junior civil servants. Judicial review is one of the central ways people can challenge the Government's decisions.

JUSTICE argued that:

- Names matter: they often help the court grasp how policies and decisions were made and can be key to properly understanding a document. A general policy of withholding names undermines the government's 'duty of candour' in judicial review cases and risks the court's ability to deliver justice.
- As public officials, civil servants' work is public not private.
- Fear of publicity alone is not a justification for redactions.

JUSTICE suggested that the correct approach to such redactions is on a case-by-case basis, and the High Court ruled in line with our intervention.

In January 2024, the government appealed to the Court of Appeal against that decision; the Court of Appeal then agreed with the High Court to rule in line with JUSTICE's intervention.

JUSTICE is extremely grateful for the pro bono representation of Freshfields Bruckhaus Deringer LLP and Guy Vassall-Adams KC (Matrix Chambers).

Administrative Justice Council

The Administrative Justice Council (AJC) was set up to ensure that the administrative justice system is more accessible, fair and effective by improving administrative decision-making, simplifying appeals, complaints procedures and redress mechanisms, and ensuring access to justice for some of the most vulnerable people in society. Over the years the AJC secretariat has been funded by grants and the Ministry of Justice (MoJ), in recent years JUSTICE was covering any shortfall in funding. Trust for London provided a multi-year grant to the AJC, which ended in October 2023 (£8,250 was received in 2023–24). During the 2022–23 financial year, the MoJ agreed to fund the entire shortfall of running costs of the secretariat for the AJC for the 2023–24 financial year. On basis that the MoJ would seek to regularise the AJC structure to mirror the existing approach for the Civil Justice Council (CJC) and the Family Justice Council (FJC). The secretariat functions for both the CJC and FJC are delivered by Judicial Office (JO), independent to but funded by the MoJ. To that end, JUSTICE has

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worked closely with the JO and MoJ to plan for the transition of the two members of JUSTICE staff via TUPE arrangements to the MoJ.

The transfer of the AJC was completed on 31 March 2024, as planned, and both members of the JUSTICE team who formed the AJC Secretariat joined the JO with immediate effect on the same contractual terms as they enjoyed with JUSTICE.

Details of the work carried out by the Administrative Justice Council can be found on their [website](#).

Events

We held a substantial number of free and ticketed events throughout the year in order to disseminate our research, for public education and engagement and to raise funds (more details on our fundraising events are provided on page 49). We continued to strive to reach audiences outside of London, holding or speaking at events in Edinburgh (three separate events held here, including one with the Scottish Government Cabinet Secretary for Justice), Glasgow, Leeds, Liverpool and Belfast and providing hybrid facilities for many others.

In person:

- Upholding and Promoting the Rule of law (jointly with Brick Court), 19 April 2023
- The Rule of Law and its relationship with the UK's economic strength, 14 June 2023
- Reforming the Afghanistan Resettlement Schemes: the way forward for ARAP and ACRS report launch, 15 August 2023
- The State We're In: Addressing Threats & Challenges to the Rule of Law report launch, 11 September 2023
- The Role and Function of Behavioural Control Orders report launch, 20 September 2023
- Remand Decision-Making in the Magistrates' Court: A Research Report launch, 9 November 2023
- The Rule of Law and the UK's International Position, 15 November 2023
- Victims, Witnesses and Justice Reform Bill (Scotland) Roundtable, 25 November 2023
- A Manifesto for the Rule of Law: Advancing the Rule of Law at Westminster (jointly with the Bar of Northern Ireland), 1 February 2024
- A Practitioner's Guide to Racism and State Related Deaths report launch, 21 February 2024
- JUSTICE Scotland Human Rights Lecture 2024, 28 February 2024
- Reforming the EU Settlement Scheme: The Way Forward for the EUSS report launch, 13 March 2024
- Time Better Spent: Improving Decision-Making in Prisons report launch, 21 March 2024

Online:

- The Windrush Compensation Scheme: What happens next?, 23 June 2023
- Friends Appreciation Event 2023, 11 December 2023
- Tom Sargant Memorial Lecture 2023 with Dr Ann Olivarius KC (Hon) OBE, 8 November 2023

Hybrid:

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- JUSTICE Ukraine Series: Sanctions Enforcement, Confiscation and Access to Justice, 2 May 2023
- Access to Justice Conference: The future of inclusion and special measures (jointly with Communicourt), 3 November 2023
- JUSTICE Ukraine Series: Future War Crime Trials, 30 November 2023

We held the JUSTICE Human Rights Conference on 6 October 2023, at Linklaters LLP, with an option for guests to attend virtually as well as in person. In total, 94 delegates attended in person plus 48 staff and speakers; and 41 delegates attended virtually (plus one speaker online), raising £23,361 in total. This year, we heard keynote address from Deputy High Court Judge Margaret Obi, Richard Ratcliffe, Penny Madden KC and Sir Max Hill KC. The closing debate was on justice and party manifestos, and the panel included the Lord Anderson of Ipswich KBE KC, the Rt Hon Sir Robert Buckland KC MP, the Rt Hon the Lord Falconer of Thoroton KC, Baroness Jones of Moulsecoomb, the Lord Marks of Henley-on-Thames KC.

The annual JUSTICE Student Seminar took place online on 13 February 2024. Delegates first heard from Tyrone Steele, who discussed current threats to the rule of law in the UK, then attended workshops with the Policy team on: A Right to a Human Judge? AI and the law, Criminalising Poverty: Law and Homelessness, The Rwanda Bill, and Rap, Drill and the Criminal Justice System. We raised £230 in ticket sales and gained 15 new student members (generating £225 in membership).

In addition, JUSTICE staff members attended and spoke at a wide range of external conferences and events.

Development

Membership

Over the past few years our individual membership has been declining and we have therefore shifted our attention to increasing our corporate members; this aligns with our plans to increase our support from law firms, chambers, and corporate organisations. We recruited nine new corporate members across the year, which equated to £9,660 in income. We ended the financial year with 1,565 members (down 211 from 1,776 in 2023), this was made up of 1,500 individuals and 65 corporates. Whilst membership numbers have decreased, due to new higher membership fees and the focus on corporates who pay a much larger membership fee, our membership income has increased to £150,664 (£117,503 for 2022–23).

We continued our focus on increasing membership and engagement through the country with more events in Scotland, one in Leeds (held jointly with Communicourt) and one in Belfast (held jointly with the Bar of Northern Ireland).

Our Annual Human Rights Lecture in Scotland is a way to attract support for our work in Scotland. This year's lecture was held on 28 February 2024 and entitled *"Whatever happened to the Human Rights Act?"* and given by Helen Mountfield KC and 59 people attended. This was followed a dinner

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to re-engage supporters for our work in Scotland and raised £250. Pinsent Masons LLP very generously supported both the lecture and dinner.

We held our virtual Annual General Meeting (AGM), in November 2023, over Zoom, ensuring that members across the country could participate. Thirty-one members joined us to hear reports on our work and fundraising from Peter Binning and Karyl Nairn KC, Chair of the Development Board. The members appointed three new Board members and approved the reappointment of twelve Council members. The AGM was followed by our annual Tom Sargant Memorial Lecture, delivered by Dr Ann Olivarius KC (Hon) OBE, speaking on *"Making the law work for women: Solutions to extreme misogyny"*.

We continued to focus on expanding our reach through social and traditional media, strategic communications, and targeted messaging. On social media, we focused on LinkedIn since, as a growing platform for professionals, it is very well placed to spread the work of JUSTICE. We have adapted our content and style to encourage organic shares, whilst also including links to our page in our post-event emails. This resulted in over 4,000 new followers this financial year. A similar approach on Twitter kept our follower numbers steadily growing over this period, despite a substantial concurrent drop in the platform's daily users.

Due to some invaluable pro bono help from Bell Yard Communications in the autumn, along with our new Head of Communications beginning work in October, our traditional media work was particularly strong this year – media mentions of our work were up by nearly 60% on the year before, for example. These mentions fell across national, regional, online and specialist legal outlets.

Fundraising

Our fundraising plan for 2023–24 was to continue to focus on diversification of our income streams. This included introducing a major fundraising programme, reinvigorating our JUSTICE60 and Friends; increasing income from Trust and Foundations; starting up a legacy programme; and increasing financial support from law firms, chambers and corporate organisations, ensure our sustainable and continued growth. This year, we have seen growth across most of our income streams, as detailed below.

Our donation income grew overall by 7% which included a 20% increase from general donations (2023–24: £133k; 2022–23: £95k) this included £30k from our major fundraising programme. As part of our major donorship programme we have spent some time researching prospective supporters, from which we have been and will continue to develop plans to encourage donations. We held a major donor event with 19 prospective donors on 28 November 2023, generously hosted by Farrer's & Co with Lady Hale as guest speaker. This event was postponed from February 2023, so the £5,000 raised was received in 2022–23 financial year. Major donor fundraising is a long-term tool to raise income and, though we were not as successful as we would have liked in 2023–24, we are confident that we have laid the foundations for a successful future income stream, and are in the process of recruiting for a new Major Gifts Fundraiser to support this work.

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Our JUSTICE60 income has continued to grow in 2023–24, we ended the year with 56 members and an increase in donations (£321,400 in 2023–24 up from £313,430 in 2022–23). We held a number of Supper Clubs through 2023–24 including one on 6 June 2023 with Robert Spano; on 29 June 2023 with Julia Gillard; and on 5th March 2024 with Sir Bob Neill speaking on the work of the Justice Select Committee.

We also held a very insightful Strategy Dinner for JUSTICE60 Members on 1 November 2023 to harvest ideas and opinions for our 2024–30 Strategy and on how to recruit new members to the group. Lastly the Rule of Law series of events and the Ukraine Series of events detailed above were also used to steward existing members and engage new ones.

We are extremely grateful to all our JUSTICE60 members, past and present, for their continued support during a year when fundraising continues to be incredibly competitive, and especially, to our extraordinarily generous and supportive Development Board Chair, Karyl Nairn KC.

We were not as successful with our Friends income which decreased by 2% to £33,862 (£34,592 for 2022–23), although the number of Friends increased to 118 (117 in 2022–23). Friends of JUSTICE are our regular donors who donate at least £240 per year (usually through regular monthly donations) and provided us with much needed unrestricted income. This was despite holding a recruitment drive in September 2023 which resulted in four new members and sending out letters to new KCs in March 2024 which recruited one additional Friend. We also held a Friends Appreciation event in December where Fiona elaborated on our plans for the future, which 17 of our Friends attended. We continue to consider how to engage and recruit Friends better and will be focusing on individual giving more once we recruit our Major Gifts Fundraiser.

We also saw a decline in legacy income (2023–24: £1,468; 2022–23: £2,500). This is an unpredictable area of giving but although this is a new income stream focus for JUSTICE, it needs careful planning which we were not able to give the time to this year. We expect this area of giving to increase slowly over the next few years as we fine-tune our approach to it.

We hosted a series of fundraising events discussing the current threats to human rights and the rule of law in the UK. We were joined by senior retired judges, leading practitioners, parliamentarians, and academics for three evenings of debate and discussion followed by dinner to engage prospective donors and supporters – The Rule of Law and its relationship with the UK's economic strength, 14 June 2023 and The Rule of Law and the UK's International Position, 15 November 2023. Ticket sales from these events raised £6,775 of income.

We have continued to work hard to improve the experience of our JUSTICE60, Friends and major donors. Working closely with the Development Board, especially Chair of the Development Board, Karyl Nairn KC and chair of the JUSTICE Board, Peter Binning to ensure that these donors remained engaged with JUSTICE and its impacts and felt confident to recruit others to support JUSTICE.

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We are grateful to the JUSTICE Board, Council, JUSTICE60, Friends, Members and partners that supported us with donations and introductions throughout the year. We would not have been able to do it without their support.

Trusts and foundations and corporate support

Our income from Trusts and Foundations and corporate organisations has increased this year, by 24% (£532,881, up from £431,223 in 2022–23). This included £85,127 from twelve new funders. This year we focused on cultivating links within trusts and foundation known to us to secure follow-on funding. We also worked hard to discover links with new funders and deliver specialised applications them. A larger proportion of time was also spent on stewardship, including reporting due to our success in grant fundraising in previous years.

The Development team continued to focus on strengthening our relationships with Corporates and increasing the support we receive either in the form of monetary donations or pro bono support. This led to increased requests to corporates than in previous years, including help with non-legal pro bono assistance, research requests, with our briefings, consultations and with our third party interventions. It also resulted in a 23% increase in financial support (2023–24: £214,876, 2022–23: £174,566 and an increase in corporate membership as detailed above.

The grants from Trusts and Foundations and donations from Corporates are detailed below.

Restricted income increased by just over 26% to £416,701 (£330,723 in 2022–23). We received new restricted grants or donations from:

- The Access to Justice Foundation (£7,150) to support a scoping project looking at how to better harness data and evidence to provide a person-centred data driven approach to policy making.
- CEO Sleepout (£2,000) to support our work on homelessness.
- Garden Court Chambers Special Fund (£3,000) to support our work on the Illegal migration bill.
- The JRSST Charitable Trust (£30,094 over two-years, £15,047 in this financial year) to support our work on Defending the rule of law, access to justice and human rights.
- The Law Society Charity (£5,000) to support our work on Racism and state related deaths.
- The Oakdale Trust (£2,000) to support our Administrative Decision-Making Working Party.
- The Portal Trust (£22,500) to support our internship programme.
- Tay Charitable Trust (£5,000) to support our work in Scotland.
- The 29th May 1961 Charitable Trust to support our work on homelessness.

The Bromley Trust, the Dawes Trust, the Joseph Rowntree Charitable Trust, the Legal Education Foundation, Linklaters LLP, Paul Hamlyn Foundation Trust for London and the Ministry of Justice continued to support us with restricted multi-year grants on existing projects, details of which can be found in the policy section of this report (p.11–30).

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Unrestricted support increased by just over 16% to £116,180 (£100,500 in 2022–23). We have received new unrestricted grants or donations from:

- The 4814 Trust
- Covington & Burling LLP
- Intermediaries for Communication

We also received unrestricted donations from existing donors:

- The Alexander Mosley Charitable Trust
- Doughty Street Chambers Supported Causes Fund
- The Dulverton Trust
- Herbert Smith Freehills LLP
- Laura Kinsella Foundation
- The Leri Charitable Trust
- Reed Smith LLP
- The Stewarts Foundation

We are very grateful to the Trust and Foundations and Corporations who have supported our work during this difficult year.

Approach to fundraising:

JUSTICE employs a Director of Development who leads on all our fundraising activities and line managers our Development Administrator and Trust and Foundation Fundraiser and shares oversight of our Engagement and Communications Executive with our Head of Comms. Our main focus and successes in relation to fundraising has been from Trust and Foundations, corporate support and our wide range of donors. Any fundraising events are organised by our Development team. JUSTICE does not use external professional fundraisers or involve commercial participants. There has been a significant amount of positive feedback about our events including our fundraising activities and we are pleased to report that there have been no complaints about fundraising activity this year.

We are committed to providing the best possible standards for all our supporters. Our fundraising activities are carried out respectfully and we are a member of the Fundraising Regulator (FR) working within their agreed guidelines.

We pledge to be compliant with the General Data Protection Regulation (GDPR), and at all times we respect the wishes of our supporters about how they are contacted, offering them frequent opportunities to change these preferences, which are recorded on our database.

Beneficiaries of our services

Our system-change approach benefits all those involved in the justice system include practising lawyers, judges, students of law and policymakers interested in the development and protection of the rule of law and human rights, and the public at large, who benefit from a robust justice system that protects their rights.

Financial review

For the year ended 31 March 2024, JUSTICE recorded a net deficit, before other recognised gains, of £32,090 (2022–23: £7,317 surplus when we remove income and expenditure related to property sale). Our investments performed better this year and we made a gain of £6,921 reducing our deficit to £25,169 (2022–23: £1,203 deficit when we remove income and expenditure related to property sale). We had expected to end the year with a deficit of £38k so we ended the year better than expected.

Whilst we ended the year better than expected we have a deficit of £55,907 on unrestricted funds compared to a £2,549 surplus in 2022–23. This is due to an increase in unrestricted expenditure which increased by 27% to £961,023 (2022–23 £757,150) related to salaries and associated support costs for three new posts within the organisations (as detailed below).

Income

Income received in 2023–24 increased by 20% to £1,318,162 (£1,098,529 2022–23) without the proceeds from the sale of freehold premises. Details of how this has arisen have been explained above and are shown below.

Donations and legacies

The level of donations and legacies saw an increase in 2023–24 to £505,551 (2022–23: £472,206). This is mainly due to new income of £30k from our major fundraising programme, and an increase in JUSTICE60 donations, which is the result of the hard work of our Development team, supported by the Development Board and the generosity of our supporters.

Charitable activities

Income towards our Research and Education activities has increased for 2023–24 (2023–24: £557,219, 2022–23: £451,797), this down to the hard work of our Deputy Director of Development, Trust and Foundation Fundraiser and Development Administrator who have focused on obtaining funding from new funders and repeat funding from existing funders and converting restricted funding to core through improved stewardship, this increased our unrestricted funding by 16%.

Membership income has increased by 28% this year to £150,664 (2022–23: £117,503). This is due to an increase in membership fees and more targeted approach to recruiting Corporate members as detailed above under membership.

Trading activities

Income for our trading activities has decreased by 28% from last year when we held our 65th anniversary fundraising event, which resulted in increased income. We continued to hold a series of Rule of Law events and other major donor fundraising events.

Investments

Investment income was £97,573 (2022–23: £9,248). This increase mainly relates to interest received on our endowment fund, (the endowment terms allow us to use income generated from the capital

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to meet general expenditure needs, therefore the interest is treated as unrestricted income) which is currently held in high interest-bearing bank accounts. We are in the process of finalising a formal investment policy to ensure we get the best return on the endowment fund.

Expenditure

Total expenditure in 2023–24 showed an increase of 24% (2023–24: £1,350,252, 2022–23: £1,091,212 without expenditure related to sale of Carter Lane (or £1,125,922 with expenditure related to sale of Carter Lane).

Staff costs

Staff costs account for 89% of the total costs of the organisation and have increased by 27% from 2022–23. This increase relates to increases in staff training, recruitment and consultancy costs related to communications and accounting consultancy. The latter was required to support the organisation during a period of long-term sickness absence. As well as salary increases related to inflation, we also increased our staff numbers with three new roles: a Head of Communications, an Administrative Assistant and a Deputy Legal Director. We also employed seven interns / fellows funded by Linklaters, Paul Hamlyn and the Portal Trust. During the year the total average FTE headcount increased to 18.9 (2022–23: 15.9), and the employed number to 22 (2022–23: 19). Further details of staff costs and staffing levels can be found in notes 7 & 8 to the accounts and the staffing and volunteers section of this report.

Costs of generating funds

The cost of generating funds which makes up 17% (2022–23: 13%) of our overall expenditure, has increased this year from £150,378 (in 2022–23) to £230,053. This increase relates to the expansion of the team to increase our fundraising capabilities, activities and income generation, as well as an increase in salaries related to the cost of living. These costs include fundraising salary costs, costs associated with fundraising materials and publicity expenditure plus an allocation of salary and overhead costs based on staff time attributable to the fundraising function this has increased from 18% to 20%, more details can be found in note 1 (j) of the accounts.

Endowment Fund

JUSTICE sold its freehold property in October 2022. This property in Carter Lane, was purchased as part on an appeal back in the 1990's. The sale proceeds with the related sale expenditure deducted and some listed investments (Charishare) are held within this expendable endowment fund. These investments form part of our reserves. The Trustees have finalised an endowment policy which stipulates that the endowment is conserved to fund office accommodation in perpetuity. For 2024, this cost equated to £28,754 of expenditure for rent and storage costs. Endowment funds will be invested as per our investment policy. Any income generated from the capital can be used to meet general expenditure needs.

The charity has sufficient resources to settle its liabilities as they fall due in the foreseeable future.

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The Finance Committee reviews our investments at every meeting. We have not needed to draw down on these during the year. This year our investments made a gain: the value at 31 March 2024 was £288,949 up from £282,028 at 31 March 2023.

Principal risks and uncertainties

JUSTICE's risk management strategy includes a Strategic risk register which details the external risks to JUSTICE which are identified as important but outside of our control, with the effects mitigated through response plans and management actions. Risks associated with our operations and projects continue to be managed through our operational risk register. See below for a summary of the risks covered in the Strategic risk register.

These risks are overseen by the relevant staff members, the Finance Committee and the Board. Our Finance Committee develop assurance frameworks to test that internal controls are working properly and provide regular updates to the Board on the outcome of these. As we move into a new strategic period with an emphasis on growth and sustainability, the SMT and Board are keen to take a more proactive approach to risk in order to improve our decision-making and performance. In order to become more risk enabled, we are developing a risk management framework based on an understanding of our thematic risks and our risk appetite. This will incorporate our existing risk registers, which SMT will update on a quarterly basis, but also provides a more holistic and meaningful approach to risk assessment. We are aiming to become a 'risk-enabled' organisation and will monitor our progress in this endeavour.

The main strategic risks for JUSTICE are as follows.

1. **External influences:** A decline in funding and donations due to external influences such as Brexit, inflation, economic downturns and exhaustion of relevant trust and foundation sources resulting therefrom.

This risk is mitigated through: A diverse funding base which includes members, trusts and foundations, major corporate partnerships, major donors and other regular donors, which is in line with our fundraising and organisational strategy. An engaged Development Board and Chair who are focused on identifying new sources of funding. Robust event and engagement calendar to engage with existing and new donors to show the value of donations and the importance of our work. Proceeds from sale of building could provide additional funding to invest in growing the charity or to strengthen reserves. A regular review of our reserves policy.

Further management actions have been agreed which include: development of longer-term plans on organisational growth and implement more sustainable business model; Review of proceeds of sale and discussion on whether some of these should be designated for the work of JUSTICE. Investigate fundraising campaign ability and projected income and develop a written fundraising strategy; Build a strategy to 2030 with a core aim of becoming financially sustainable (this will include our vision for the organisation); Explore technology-supported efficiencies (including AI) and the potential for increasing revenue and staff capacity (eg through automated processing); Invest in easier ways to donate – card machines at events, easier access to website links, QR codes, text, etc...

2. Data breach: Loss of data through data breach, cyber-attack, server failure or human error.

Cyber-attack is now one of the largest concerns for businesses. Despite adoption of all recommended protections and processes, the changing nature of cyber-attack means that there will still be a risk, which we will be unable to completely mitigate or manage. A data breach or cyber security incident could result in legal, contractual and/or regulatory consequences, as well as reputational damage.

This risk is mitigated through: having a dedicated IT supplier who ensure that we have strong IT systems in place, Firewall and antivirus software installed, software and operating systems regularly updated with security patches, and our database and email are hosted securely in the cloud. In March 2021 we upgraded our network to SharePoint so the whole network is located offsite and hosted by Microsoft Azure. We have clear Data Protection, Data Breach and IT policies which staff are regularly reminded of, and all staff received online GDPR and cyber security training annually. Phishing email simulation exercises introduced in 2023, where phishing simulation email campaigns are sent to all staff each month, using cognitive and behavioural therapy techniques to create security reflexes, with training being designed to meet our needs. We have a Cyber Essentials Plus certificate which renews annually and sees our network, policies and procedures independently audited and tested. We also have cyber security insurance in place, to insure us against an unfortunate breach. We have a Data Security Committee that supports the team.

Further management actions have been agreed which include: Develop an assurance process to ensure compliance with policies. Introduce once or twice monthly payment runs, with payments not made outside of these – helping to reduce risk of fake payment emails.

3. Lack of own working space: JUSTICE being without its own permanent work base, which can lead to Loss of morale, organisational culture and benefit of in-person collaborative working caused by using temporary space on a much smaller scale than required; Loss of opportunity for confidential conversations (with team or external stakeholders); Staff time spent finding external meeting rooms to hold staff, policy and governance meetings; Increase in costs of storing items that we do not have space for in temporary office.

This risk is mitigated through: Having a good infrastructure in place for remote working, Covid-19 lockdown and continued remote working has demonstrated that operations can continue effectively; network upgraded to SharePoint means we are no longer reliant on the server in the office and can work completely remotely, without requiring a physical space; Moved financial and operational files online and all being stored in Xero and on the network; Temporary desk space and collaborative working spaces provided for staff that need it; Ensuring there is the opportunity for the whole team to get together on a monthly basis in the office and/or at a venue provided by a key benefactor; Being mindful of sensitive conversations and considerate to where and when these take place; Using coffee shops for external meetings; Developed a network with many large and medium law firms that can provide meeting spaces for team as needed free of charge; Produced a Feasibility Report to understand our requirements (and those of two other charities who may be future partners in finding and renting an office space).

Further management actions have been agreed which include: We have found a permanent office space, which allows JUSTICE culture and values to grow and meets the needs of the team and

charity, we hope to move into this space in summer 2024. Review Business Continuity Plan and develop a response plan.

4. **Demonstrating impact:** As a law reform organisation working to strengthen the justice system through practical proposals for reform, it can sometimes be difficult for JUSTICE to demonstrate impact. This could lead to key funders withdrawing or significantly reducing funding, because they struggle to place the work of JUSTICE ahead of charities where demonstrating impact is more straightforward and evident. This would increase our risk of financial instability, could impact our staff numbers and lead to a reduction in work output, with knock-on effects for management and administrative overheads. Cutting management and administration staff would reduce the charity's capacity to regrow.

This risk is mitigated through: close liaison with key funders to ensure that we understand their expectations, share and invest them in our vision and regularly update them on our work and impact; ongoing research of alternative funding sources to diversify income and; monitoring the impact of our work. Our impact is a consistent topic of discussion with the Board who monitor work and impact through papers. Constantly reviewing and updating our impacts across all communications methods (website, social media, newsletters)

Further management actions have been agreed which include: Develop strategy to 2030 with clear strategic, measurable goals, including creating a new Theory of Change (with external support) to ensure we are accurately capturing the impact of our work. Regularly updating and implementing our communications strategy. Producing KPIs (to date we have done this for our major fundraising and our communications). Seeking expert advice on measuring impact.

5. **Reputational:** Media or other organisations publish highly critical, slanderous and/or inflammatory opinions on our work or stakeholders are highly critical of JUSTICE's work, which could result in a loss of reputation for excellence and impartiality; confidence of Council members and/or members and/or donors of JUSTICE, loss of funding and less influence over stakeholders.

This risk is mitigated through: policy initiatives grounded in and supported by JUSTICE working party reports or external research findings and aligned with strategic aims; ongoing discussions with the Chief Executive, Board and other expert stakeholders for the duration of the project, with risk considered as part of these discussions; wherever possible evaluation, or at a minimum engagement, by academic partners; a communications plan in place around the operation of the project including the nature of the questions being tested and the release of any report; all projects to align with Strategic Aims; Head of Comms in post to manage external comms; and a response plan has been developed which staff can follow plan to manage any reputational risk following negative media commentary.

Reserves policy and going concern

Both the Board and JUSTICE's supporters recognise that the organisation operates in a policy environment that requires a long-term commitment if it is to achieve its mission. Being a research and educational organisation, it is the work undertaken by JUSTICE's staff that forms JUSTICE's charitable activities. Therefore, it is the view of the Board that JUSTICE needs a reserves level that

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will enable it to continue to attract the highest level of legal expertise and, in so doing, meet its long-term commitments to its supporters and beneficiaries.

Each year the Board reviews the reserves policy, taking into consideration any major risks and the impact these could have on planned income and expenditure. In light of the change in circumstances regarding our endowment fund, with funds no longer tied up in the building the Finance Committee undertook a careful trend analysis, which was challenged and assured by our Board, who then made a decision to revise our reserves policy, down from six months to three. Our current policy is that unrestricted reserves, on average are equivalent to at least three months' of running costs (c£410,000 based on our 2024–25 budget), are needed if JUSTICE is to deliver on its commitments, meet the long-term expectations of its supporters and beneficiaries, and continue to attract the highest level of legal expertise with which to do so.

At the close of 31 March 2024, JUSTICE had £433,584 (2023: £491,274) in general reserves which is just over the Board's reserves policy. JUSTICE's reserve funds are held in a mix of deposit accounts and fixed interest and equity-based common investment funds, with the aim of achieving a combination of income and capital growth.

These reserves are comprised of general unrestricted funds of £439,612 less tangible fixed assets of £6,028. See note 16a of the accounts for more details.

As with most small charities, the past few years have been difficult for JUSTICE, and we have been operating at a deficit leading to a decline in reserves. We are predicting another deficit budget for 2024–25 but have plans in place to increase our fundraising efforts and our reach, through the major gifts campaign, JUSTICE60 income streams and fundraising events. The SMT are in the process of pulling together a five-to-ten-year plan for the charity and some financial modelling to determine what we need to ensure future financial sustainability of JUSTICE.

As always, the Finance Committee and Board are monitoring our finances closely and are of the view that we have the plans in place to meet the fundraising targets set in 2024–25 budget.

JUSTICE's Board will continue to review its reserves policy on an annual basis and will keep its investment and treasury management policy under regular review.

Plans for the future from JUSTICE Chief Executive, Fiona Rutherford

Commenting on our soon-to-be launched new organisational strategy, Baroness Hale of Richmond DBE says, "Justice and the rule of law are under threat in this country in ways which would have seemed unimaginable when JUSTICE was founded 67 years ago – its work has never been more needed than it is now."

We agree. We have put careful thought into how to best meet this pivotal moment, and we have exciting plans for the year ahead and beyond.

In September 2024 we will launch our new organisational strategy, which will take us up to 2030. This strategy will focus our work around four key goals: First, to firmly establish the rule of law as a key feature of our democracy. Second, to challenge discrimination and inequality in the justice system. Third, to build a well-functioning, people-centred justice system with trustworthy and effective data management. Finally, to increase public understanding of the importance of the justice system, its key challenges, and most promising solutions. This strategy was drawn up in careful consultation with a wide range of stakeholders as well as the whole JUSTICE team.

We are already starting work on this new strategy's implementation, on both the policy and operational side. For example, we are actively planning how to become a more financially robust and impactful organisation over the course of the new strategy (six years). As part of this we have started building a longer-term financial planning model. We also plan to refresh our approach to measuring the impact of our work over the coming years. Finally, we will continue scoping work on our JUSTICE data and policy institute. There is no shortage of areas where the justice system is failing people and where JUSTICE could make a positive difference.

In late summer 2024 we plan to move into a new permanent office at 1 Paternoster Lane near St Pauls; the team are very much looking forward to getting settled into their new premises. This will give us with a stable base from which to meet the needs of the team and charity and make the most of the opportunities ahead.

For 2024–25 and beyond, we plan to build on our hard work in setting up new income streams and consolidating our existing ones. To this end we intend to recruit a Major Gift Fundraiser to service the major donor programme of work. We have also increased Riikka Andersson's hours to focus on larger, unrestricted, and multi-year funding from new and existing Trusts and Foundations. We will continue to organise events to engage and retain donors but also to raise funds. We will concentrate our efforts on building a legacy-giving programme as well as look outside the legal world to broaden our support from corporates.

We plan to launch reports or reviews covering government contracting, protest, AI, Human Rights and the Law, ethnic minority women and girls in the criminal justice system, and others over the

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coming year. This is in addition to ongoing scoping and other research, as well as our continued work to implement our previous recommendations. We will continue our legislative analysis and briefing and consider how we might add value to legal understanding by making third party interventions.

We will use events to raise awareness and educate ourselves and others in relation to important topics and will speak and attend events hosted by others to do the same. We already have several of these events confirmed, including the launch of our government procurement report in June, an AI fundraising dinner and a strategy launch event in September, and our annual conference in November, with many more in planning stages.

Our regional expansion work will continue over the next year. As part of plans to strengthen ties across the UK, we have events planned in Wales as well as our Annual Human Rights Lecture in Edinburgh. We also plan to continue engaging with the Northern Irish NGO sector to determine how we can best add value to the legal advocacy ecosystem there.

My sincere thanks go to our members, Friends, donors, funders, Development Board (particularly our Chair, Karyl Nairn KC), Council, Board and, of course, the brilliant JUSTICE staff, for all their support – without which, none of the work in this report would be possible. I very much look forward to working with you all in the year ahead as JUSTICE continues to build a fairer justice system within everyone's reach.

I want to end with special thanks to our outgoing Chair, Peter Binning. With a trademark combination of energy, kindness, and careful thought, Peter has done much to build on our reputation as a trusted, independent voice on justice issues. His commitment to JUSTICE has been unwavering and we are all deeply grateful to him for his work over the past five years.

Further detail on our future plans

Research projects in progress or due to commence 2024–25:

- **Ending the blame game: a responsible and rights centred approach to government contracting**
(Strategy themes: non-judicial decision making; effective routes of redress)

This Working Party launched in February 2023 and looks at how to better protect the rights of individuals when public services are contracted out to providers. Chaired by Sir Gary Hickinbottom, it also has senior lawyers, commercial experts, and academics on its panel.

It is particularly interested in the outsourcing of decisions and assessments that impact individuals' access to public services or have a particular impact on individual rights. The Working Party aims to ensure outsourced decisions and assessments are of good quality and fully engage and respect the rights of individuals involved. Where decisions are disputed, the Working Party seeks to ensure there are sufficient protection for individuals with vulnerabilities and that there are clear, accessible ways to challenge those decisions. The Working Party will launch its report in June 2024.

This work was supported by the 29th May 1961 Charitable Trust (£7,500) and CEO Sleepout (£2,000).

- **AI, Human Rights and the Law**

This is a multiyear project to ensure the use of data and AI in the justice system improves access to justice, advances human rights, and strengthens the rule of law, for the benefit of those currently underserved by the status quo rather than those already empowered by it.

We are currently getting underway the first project in this workstream which will be developing principles for the use of AI in the justice system. This is being done with the assistance of an advisory group lead by Sophia Adams Bhatti of Simmons and Simmons. It is also benefiting from pro bono research support from Pinsent Masons. We aim to have the principles finalised by the beginning of Autumn 2024.

Simultaneously we are conducting research for the second project in this work stream – a comparative lessons learning project on how AI is or has been used in international criminal jurisdictions. We are being assisted with pro bono research by DLA Piper LLP, Convington & Burling LLP and Paul, Weiss, Rifkind, Wharton & Garrison LLP.

The third project in this workstream is how AI can be used to help address unmet legal need. We envisage that this will be a multidisciplinary project drawing on technological expertise. We have already been developing a relationship with LawTech UK who will be natural collaborators on this project. We envisage commencing this project towards the end of 2024–5 financial year.

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A fourth project – considering what accountability and effective redress for unfair or unsafe AI looks like is planned but will not commence until later on in the 25/26 financial year.

- **Lessons for Democratic Renewal**

Following our landmark 2023 report, 'The State We're In: Addressing Threats & Challenges to the Rule of Law', we are now looking internationally for lessons to help us repair and renew the UK's Rule of Law. We have commenced a project to chart different countries' respective journeys and difficulties with rule of law adherence and then apply these learnings to the UK context.

Clifford Chance is supporting us with international research on this project.

- **Protest review**

In our "The State We're In" report two of the pieces of legislation that we assessed as raising particular issues for the rule of law were the Police, Crime, Sentencing and Court Act 2022 and the Public Order Act 2023, both of which introduced restrictions on protest rights.

We are conducting a review as to how these pieces of legislation have been operating in practice and what impact they have had on Article 10 and 11 rights. This will encompass a mixture of desk-based research, to which we are grateful to Skadden, Arps, Slate, Meagher & Flom LLP, for their assistance, as well as consultation with practitioners and front line organisations to understand their experience of the legislation.

This work is supported by the JRSST Charitable Trust, the Legal Education Foundation, and the Joseph Rowntree Charitable Trust.

- **Ethnic minority women and girls in the criminal justice system**

Following our report 'Tackling Racial Injustice: Children and the Youth Justice System' (2021), we have commenced a project looking at Black and racialised women and girls' experiences of the justice system and offer a series of practical recommendations to improve these groups' experiences, reduce discrimination, and ensure they receive any help and support needed.

It will be done in a series of three papers looking at different stages of the CJS: (i) entry into the CJS; (ii) within the core CJS itself (i.e. remand, courts, prison etc); and (iii) leaving the CJS. Each paper will be structured around the same 5 or 6 cross cutting issues. We have commenced work on the first paper. The second paper will be commenced later in the financial year.

This project is based on a substantial amount of desk-based research Travers Smith LLP have conducted for us over the past 18 months. In addition, we will be consulting widely with stakeholders. This project is also supported by the Dawes Trust (who are funding our criminal implementation work).

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- **Legal Assistance in the Police Station**

Following on from our Scottish working party Legal Assistance in the Police station, we are conducting a collaborative PhD with Aura Bamber, a student at the University of Warwick, supervised Professor Jacqueline Mackenzie.

The aim of the PhD is to conduct observational research of interrogation of suspects in police custody and of lawyers providing legal advice in order to understand: (i) why so few suspects in Scotland request a lawyer; (ii) why lawyers in Scotland have resisted attending the police station, preferring to provide telephone advice; (iii) what impact this has on the interrogation and treatment of suspects.

The research will look, in particular, at vulnerable suspects and how the treatment and experience of suspects in detention, and the degree to which procedural safeguards are complied with are impacted by characteristics such as age, gender, ethnicity, vulnerability (legally defined), mental ill-health, addiction.

Our work in Scotland is supported by the Tay Charitable Trust (£5,000).

- **The operation and enforcement of the Public Sector Equality Duty**

We will be scoping a new project which will look at the operation of the Public Sector Equality Duty. Next year will be 15 years since the introduction of the Equality Act – an opportune moment to take a look at one of its central duties. We are interested in both what impact it has had on government decision making, as well as how it is enforced in court.

- **Neurodivergence in the justice system**

We have touched on the treatment of neurodivergent individuals in the justice system in a number of existing projects including Remand Decision Making, Behavioural Control Orders and Mental Health and Fair Trials. We are doing some early thinking about pulling the strands from this work together to look at the experience of neurodivergent individuals in the justice system more broadly. We are doing some scoping in relation to the experience in both the English justice system and Scottish justice system.

- **Windrush Lessons Learning**

Following publication of the third in our series of reports on this project on the EU Settlement Scheme. We will now be putting together a comparative report drawing out the similarities in issues faced by the Windrush Compensation Scheme, Afghan Resettlement Schemes and the EUSS and the lessons that can be learnt from them.

Simultaneously we will continue to work towards implementing the individual recommendations from each of the reports.

This work is supported by the Paul Hamlyn Foundation.

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- **Fraud**

We will be scoping a new project looking at the prosecution of fraud offences. Fraud constitutes over 40 per cent of all offences in England and Wales. Much of this is committed online. As part of the Government's Fraud Strategy they have launched an independent review, chaired by Jonathan Fisher KC, into the disclosure regime in a digital age and whether the nature of current fraud offences meet the challenges of modern fraud (the "**Fisher Review**")

We have been asked by the Home Office to help facilitate a series of evidence gathering roundtables as part of the review as well as sit on the practitioners' advisory panel. Recommendations of Part 1 of the review are due to be provided to the Home Secretary in Summer 2024 and the recommendations on fraud offences by Spring 2025.

The fraud part of the review is looking primarily at penalties for crimes, how to make informing on associates easier and the scope of civil powers. We are looking at doing a complementary project which looks at the procedural aspects of the prosecution of fraud offences, building on the disclosure part of the review.

Structure, governance and management

Staffing and volunteers

JUSTICE has a small permanent staff team, which is supported throughout the year by interns and fellows. We have benefited this financial year from funding from Linklaters LLP to support two full-time six-month legal fellowships, the Portal Trust who funded two full-time three-month internships and from the Paul Hamlyn Foundation who provided funding for fellowships for our immigration work.

Our permanent staff complement at the end of March 2024 was 16 with thirteen full-time and three part-time employees, this full-time equivalent (Note 8) is 22 when we include staff who have left within the year and our Legal Interns. We are proud to pay all our three-month interns the London Living Wage and to be a registered London Living Wage Employer. All our six-month fellows are recruited on our salary scale to reflect the impact of inflation.

The volume of work detailed above would not be possible without all those who volunteered their services to JUSTICE. We would like to extend our thanks to the many eminent lawyers, judges, academics, NGOs, Parliamentarians, officials, politicians and individuals with lived experience, who have contributed to our reports, our conferences and seminars, and helped us to raise the profile of JUSTICE's purpose and work over the last year.

Governance

The organisation is a charitable company limited by guarantee, incorporated on 26 June 1996 and registered as a charity on 10 October 1996.

The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association. In 2015, we amended our memorandum of association and regulations so that members of JUSTICE are members of the Company of JUSTICE, and are able to be elected, directly to the JUSTICE Board.

JUSTICE Council

The JUSTICE Council is an advisory body to the Board and is asked to:

- evaluate JUSTICE's work and provide suggestions for the future direction of JUSTICE's work;
- advise on JUSTICE policy with respect to challenging issues of the day;
- assist JUSTICE staff by providing contacts, for example, for the purposes of advancing policy work, fundraising and profile raising; and
- be part of a network of support for JUSTICE and its staff.

JUSTICE Board

JUSTICE Board Members are elected from individual members of JUSTICE and are Directors of the Charity for the purposes of the Companies Act and the charity trustees as defined by section 177 of the Charities Act and are referred to as Board members throughout this report.

All Board Members give their time voluntarily and receive no benefits from the charity.

The present Board Members and any previous Board Members for this financial year are listed on page 1 of this report.

The JUSTICE Board is responsible for the overall governance of JUSTICE. There must be a minimum of three members and a maximum of fifteen, we currently have thirteen in post. The Board meet at least four times per year, where they consider overall strategy, operational performance, and the financial situation.

The Chief Executive of JUSTICE, Fiona Rutherford, works closely with the Board, meeting regularly with the Chair of the Board, Peter Binning, and holds quarterly meetings with both the Chair and the Senior Independent Director, Dame Alison Saunders, consulting other Board members as required.

JUSTICE is managed on a daily basis by the Senior Management Team, comprised during this year of Stephanie Needleman, Legal Director, maternity cover provided by Tyrone Steele as the Interim

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Legal Director; Samantha Burrridge, Director of Operations; Amanda Miller, Director of Development (to January 2024), and Jane Collier, Director of Development from January 2024 (prior to this she was the Deputy Director of Development) his and is headed up by the Chief Executive, Fiona Rutherford. Samantha Burrridge meets regularly with the Treasurer, Rachel Sexton, to review and discuss financial reports.

Appointment of Board Members

JUSTICE generally recruits Board members from within our membership. In order to be appointed to the Board, you need to be a JUSTICE member and be nominated by two members of JUSTICE, nominations being made in writing to the Chief Executive at least seven days before the Annual General Meeting. Board members have the power to appoint any person at any time to the Board to fill a vacancy, although this person will stand down and be re-elected at the next Annual General Meeting.

The Chair of the Board is nominated by the Board and subject to the approval of the members at the AGM.

In line with the recommendations of the UK Charity Governance Review 2016. Board members can only serve for two three-year terms and the Chair for one term, of four years.

Board Members induction and training

All new Board Members are inducted by the JUSTICE Chief Executive, invited to meet with JUSTICE staff, and are provided with an induction pack which includes the Charity Commission guidance on the responsibilities of Trustees, the Charity Governance Code and copies of JUSTICE's Articles of Association, Regulations, latest strategy, annual review, accounts and organisational structure.

All staff and Board members are offered the opportunity to pair up, with the Board member providing mentoring to the staff member. This has proved valuable to both the staff and Board member.

All Board Members are encouraged to attend training sessions offered by our Auditor on the roles and responsibilities of Trustees and the dates of these training sessions are circulated on a regular basis.

Finance Committee

JUSTICE'S Finance Committee is usually made up of JUSTICE Board Members, although membership of the Committee is also open to members of JUSTICE. The members in 2023–24 were:

Rachel Sexton (Treasurer), Peter Binning (Chair of the JUSTICE Board), Nick Benson, Alastair Livesey, Kate Saunders and David Stern.

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The Finance Committee met four times in 2023–24. Meetings were also attended by the JUSTICE Chief Executive, the Director of Operations and the Operations Co-ordinator.

The Finance Committee's role is to:

- review the detailed draft annual budget and recommend its approval to the Board;
- monitor in-year financial performance via receipt of the monthly management accounts and monitor the overall financial position via regular cash and investment reports;
- review the statutory accounts and Trustees' annual report and recommend them to the Board;
- review and act upon, where appropriate, the findings from the annual audit as detailed in the post audit report;
- review the relationship with the auditor and ensure that independence and objectivity is maintained;
- review and maintain an up to date risk register;
- ensure organisational policies that are important to the financial health of the charity are relevant and up to date (e.g., reserves, trading, whistleblowing, disaster recovery policies);
- act as a sounding board and provide advice and guidance to the Chief Executive and Director of Operations in meeting their responsibilities; and
- monitor the performance of the finance department and discuss and review any proposals for significant structural and operational changes.

Remuneration policy for key management personnel

JUSTICE is committed to ensuring a proper balance between: (i) paying our staff and others who work for us fairly so that we attract and retain the best people for the job, and (ii) careful management of our charity funds. In so doing, we will ensure the greatest effectiveness in delivering our charitable objectives and meeting the needs of our beneficiaries.

JUSTICE's Remuneration Committee is a Committee of the Board of trustees and reports directly to the Board, it comprises of the Chair, Treasurer and the Senior Independent Director of JUSTICE.

Formal consideration of remuneration matters takes place annually, usually ahead of the Finance Committee's February/March meeting. However, remuneration matters may also be considered at other meetings if ad hoc issues arise during the year. The Chief Executive attends Committee meetings but leaves when his/her remuneration is discussed.

The annual formal considerations of the Committee are to:

- Consider and recommend to the Board any cost-of-living increases usually from 1 April annually which may be applicable to all staff.
- Ensure that remuneration is set at a level which is appropriate for a charity that wishes to pay sufficient, to attract, retain and motivate senior managers of the necessary quality and calibre to run the charity successfully in the long-term interests of present and future beneficiaries.
- Recommend to the Board the level of investment in the professional development and growth of the Chief Executive and other members of the Senior Management Team ensuring these

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recommendations are compatible with the training policy of the charity and are timed to feed into the budget planning cycle.

- Ensure that the remuneration policy, names of members of the Remuneration Committee and outline details of remuneration are available to the general public through publications such as the trustees annual report.
- Ensure there are adequate processes for reviewing the work of the Chief Executive and other members of the Senior Management Team. (Note the Remuneration Committee is not expected to carry out these reviews but to ensure these processes are in place).
- Commission (either from internal professionals or external specialists) and consider regularly data gathered on salaries for comparable posts in similar organisations in the voluntary and other sectors.
- Take advice from the Chief Executive, Director of Operations and independent consultants, as appropriate, on the discharge of the above responsibilities.
- Take professional advice on employment issues as and when necessary.
- Discuss any other relevant issue and make recommendations to the Board.

The Remuneration Committee does not have fully delegated authority in these matters and any recommendations or decisions must be ratified by the Board prior to implementation.

Statement of responsibilities of Board Members

JUSTICE Board Members (who are also directors of JUSTICE for the purposes of company law and the charity trustees as defined by section 177 of the Charities Act 2011) 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 Board 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 Board 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 and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

Board Members 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, the Charities and

Trustees' annual report

For the year ended 31 March 2024

Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). 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 Board are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The Board has 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.

The Board are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at March 2024 was 1,565 (2023: 1,776). The Board are members of the charity, but this entitles them only to voting rights. The Board have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The Trustees' annual report has been approved by the Board on 10 July 2024 and signed on their behalf on

Rachel Sexton
Board Member and Treasurer

Independent auditor's report

To the members of

JUSTICE

Opinion

We have audited the financial statements of JUSTICE (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2024 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
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended)

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 Auditor's 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 UK, including the FRC'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 JUSTICE'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.

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's 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.

Opinions 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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the 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' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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 directors 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' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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 auditor's 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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;

Independent auditor's report

To the members of

JUSTICE

- 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 related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report

To the members of

JUSTICE

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 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. 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 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Joanna Pittman (Senior statutory auditor)

Date 26 July 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

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

For the year ended 31 March 2024

	Note	Endowment Fund £	Restricted Funds £	Unrestricted Funds £	2024 Total £	Endowment Fund £	Restricted Funds £	Unrestricted Funds £	2023 Total £
Income from:									
Donations and legacies	2	-	-	505,551	505,551	-	-	472,206	472,206
Charitable activities									
Research and education	3	-	416,701	140,518	557,219	-	330,723	121,074	451,797
Membership	3	-	-	150,664	150,664	-	-	117,503	117,503
Other trading activities									
Fundraising		-	-	6,775	6,775	-	-	47,775	47,775
Rental income		-	-	-	-	-	-	-	-
Investments		-	-	97,953	97,953	-	-	9,248	9,248
Profit on disposal of building	4	-	-	-	-	1,767,251	-	-	1,767,251
Total income		-	416,701	901,461	1,318,162	1,767,251	330,723	767,806	2,865,780
Expenditure on:									
Raising funds		6,441	-	223,612	230,053	7,220	-	143,158	150,378
Charitable activities									
Research and education		21,496	360,475	714,934	1,096,905	25,415	334,062	577,531	937,008
Membership		817	-	22,477	23,294	2,075	-	36,461	38,536
Total expenditure	5a	28,754	360,475	961,023	1,350,252	34,710	334,062	757,150	1,125,922
Net (expenditure) / income before investments		(28,754)	56,226	(59,562)	(32,090)	1,732,541	(3,339)	10,656	1,739,858
Net gain / (loss) on investments		3,266	-	3,655	6,921	(1,204)	-	(7,316)	(8,520)
Net income / (expenditure) for the year	6	(25,488)	56,226	(55,907)	(25,169)	1,731,337	(3,339)	3,340	1,731,338
Transfers between funds		-	-	-	-	-	791	(791)	-
Net movement in funds		(25,488)	56,226	(55,907)	(25,169)	1,731,337	(2,548)	2,549	1,731,338
Reconciliation of funds:									
Total funds brought forward		2,152,276	(648)	495,519	2,647,147	420,939	1,900	492,970	915,809
Total funds carried forward		2,126,788	55,578	439,612	2,621,978	2,152,276	(648)	495,519	2,647,147

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 to the financial statements.

JUSTICE

Balance sheet

Company no. 3216897

As at 31 March 2024

	Note	Endowment £	Restricted £	Unrestricted £	2024 £	Endowment £	Restricted £	Unrestricted £	2023 £
Fixed assets:									
Tangible assets	11	–	–	6,028	6,028	–	–	4,245	4,245
Investments	12	116,652	–	172,297	288,949	113,386	–	168,642	282,028
		<u>116,652</u>	<u>–</u>	<u>178,325</u>	294,977	<u>113,386</u>	<u>–</u>	<u>172,887</u>	<u>286,273</u>
Current assets:									
Debtors	13	–	–	159,507	159,507	–	–	71,050	71,050
Cash at bank and in hand		204,248	55,578	205,595	465,422	238,880	(648)	332,420	570,652
Short term deposits		<u>1,805,888</u>	<u>–</u>	<u>–</u>	1,805,888	<u>1,800,010</u>	<u>–</u>	<u>–</u>	<u>1,800,010</u>
		<u>2,010,136</u>	<u>55,578</u>	<u>365,102</u>	2,430,817	<u>2,038,890</u>	<u>(648)</u>	<u>403,470</u>	<u>2,441,712</u>
Liabilities:									
Creditors: amounts falling due within one year	14	–	–	103,816	103,816	–	–	80,838	80,838
Net current assets		<u>2,010,136</u>	<u>55,578</u>	<u>261,286</u>	2,327,001	<u>2,038,890</u>	<u>(648)</u>	<u>322,632</u>	<u>2,360,874</u>
Total net assets		<u>2,126,788</u>	<u>55,578</u>	<u>439,612</u>	2,621,978	<u>2,152,276</u>	<u>(648)</u>	<u>495,519</u>	<u>2,647,147</u>
The funds of the charity:	16a								
Endowment fund		2,126,788	–	–	2,126,788	2,152,276	–	–	2,152,276
Restricted funds									
Restricted funds in surplus		–	85,128	–	85,128	–	34,371	–	34,371
Restricted funds in deficit		<u>–</u>	<u>(29,550)</u>	<u>–</u>	(29,550)	<u>–</u>	<u>(35,019)</u>	<u>–</u>	<u>(35,019)</u>
Total restricted funds		<u>–</u>	<u>55,578</u>	<u>–</u>	55,578	<u>–</u>	<u>(648)</u>	<u>–</u>	<u>(648)</u>
Unrestricted funds									
Designated funds		–	–	–	–	–	–	–	–
General funds		<u>–</u>	<u>–</u>	<u>439,612</u>	439,612	<u>–</u>	<u>–</u>	<u>495,519</u>	<u>495,519</u>
Total unrestricted funds		<u>–</u>	<u>–</u>	<u>439,612</u>	439,612	<u>–</u>	<u>–</u>	<u>495,519</u>	<u>495,519</u>
Total charity funds		<u>2,126,788</u>	<u>55,578</u>	<u>439,612</u>	2,621,978	<u>2,152,276</u>	<u>(648)</u>	<u>495,519</u>	<u>2,647,147</u>

Approved by the trustees on 10 July 2024 and signed on their behalf by

Rachel Sexton
Treasurer

Peter Binning
Chair of the JUSTICE Board

JUSTICE

Statement of cash flows

For the year ended 31 March 2024

Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2024 £	2023 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	(25,169)	1,731,338
Depreciation charges	4,960	10,680
(Gains)/losses on investments	(6,921)	8,520
Dividends, interest and rent from investments	(97,953)	(9,248)
Loss/(profit) on the sale of fixed assets	–	(1,767,251)
(Increase)/decrease in debtors	(88,457)	(17,054)
Increase/(decrease) in creditors	22,978	10,657
Net cash provided by / (used in) operating activities	(190,562)	(32,358)

	2024 £	£	2023 £	£
Cash flows from operating activities				
Net cash provided by operating activities		(190,562)		(32,358)
Cash flows from investing activities:				
Transfers to short term deposit accounts	(5,878)		(1,800,010)	
Dividends, interest and rents from investments	97,953		9,248	
Purchase of fixed assets	(6,743)		(7,804)	
Proceeds from the sale of fixed assets	–		2,073,600	
Net cash provided by investing activities		85,332		275,034
Change in cash and cash equivalents in the year		(105,230)		242,676
Cash and cash equivalents at the beginning of the year		570,652		327,976
Cash and cash equivalents at the end of the year		465,422		570,652

1 Accounting policies

a) Statutory information

JUSTICE is a charitable company limited by guarantee and is incorporated in United Kingdom.

The registered office address is 2nd Floor Lincoln House, 296–302 High Holborn, London, WC1V 7JH

b) Basis of preparation

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

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Tax recoverable under the gift aid scheme is recognised when receivable to align with the original donation.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Income received for seminars and other similar events, including income received to sponsor events, is recognised in the statement of financial activities in the period the event takes place.

Subscription income from members is credited to the statement of financial activities when received.

Rental income is credited to the statement of financial activities in the period in which it is related to.

1 Accounting policies (continued)

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Endowment funds are amounts raised through an appeal for charitable purposes which may be retained to produce an income for the charity or may be spent on premises, equipment and development at the discretion of the Board of Trustees.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other income received or generated for the charitable purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of Research and education and Membership undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

1 Accounting policies (continued)**j) Allocation of support costs**

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

	2024	2023
● Research and education	66%	63%
● Membership	2%	5%
● Support costs	9%	11%
● Governance costs	3%	3%
● Fundraising	20%	18%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity

● Research and education	74%
● Membership	3%
● Fundraising	23%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

● Computer equipment	– 25% straight line
● Database	– 20% straight line
● Freehold buildings	– 1% straight line

The useful economic life of the freehold buildings is in excess of 50 years but as the value of the building is not impaired below its carrying amount, no adjustments have been made. The value of land is not known and it is not separately accounted for; instead, the freehold property, including land, is depreciated over 100 years.

l) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

1 Accounting policies (continued)

m) Debtors

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

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

o) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

p) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

q) Financial instruments

The charity 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

JUSTICE

Notes to the financial statements

For the year ended 31 March 2024

2 Donations and legacies

	Restricted £	Unrestricted £	2024 Total £	Restricted £	Unrestricted £	2023 Total £
General Donations	-	133,222	133,222	-	95,455	95,455
Friends	-	33,862	33,862	-	34,592	34,592
JUSTICE60 Donations	-	321,400	321,400	-	313,430	313,430
Legacies	-	1,468	1,468	-	2,500	2,500
Donated services	-	15,599	15,599	-	26,229	26,229
	-	505,551	505,551	-	472,206	472,206

A number of Law Firms support the work of JUSTICE. This financial year we have recognised donated services from:

- Allen & Overy who hosted our Human Rights Conference.
- Charles Russell Speechlys LLP who provided office space.
- Cloisters who provided office space.
- Dechert LLP who provided governance advice on review of our charitable objectives.
- Farrer and Co who hosted two of our Rule of Law fundraising events.
- Freshfields Bruckhaus Deringer, who provided Human Resources support and office space.
- Gibson, Dunn & Crutcher UK LLP who hosted one of our Rule of Law fundraising events.
- Linklaters LLP who provided support relating to the sale of Carter Lane and office space.
- Reed Smith who provided office space.
- Shearman & Sterling LLP who provided office space.

JUSTICE

Notes to the financial statements

For the year ended 31 March 2024

3 Income from charitable activities

	Restricted	Unrestricted	2024 Total	Restricted	Unrestricted	2023 Total
	£	£	£	£	£	£
Trust and Foundations						
Existing / previous funders:						
The Alexander Mosley Charitable Trust	-	25,000	25,000	-	-	-
The Barrow Cadbury Trust	-	-	-	8,350	-	8,350
The Bromley Trust	15,000	-	15,000	15,000	-	15,000
The Clifford Chance Foundation	-	-	-	2,603	-	2,603
The Dawes Trust	25,000	-	25,000	-	-	-
Doughty Street Chambers Supported Causes Fund	-	5,000	5,000	-	5,000	5,000
The Dulverton Trust	-	35,000	35,000	-	35,000	35,000
The Evan Cornish Foundation	-	-	-	-	10,000	10,000
The Golden Bottle Trust	-	-	-	1,000	-	1,000
The Jolanta and Max Neufeld Charitable Trust	-	-	-	-	5,000	5,000
Joseph Rowntree Charitable Trust	24,703	-	24,703	28,639	-	28,639
Laura Kinsella Foundation	-	1,000	1,000	-	1,000	1,000
The Legal Education Foundation	35,000	-	35,000	35,000	-	35,000
The Leri Charitable Trust	-	17,250	17,250	-	15,000	15,000
Paul Hamlyn	43,605	-	43,605	38,815	-	38,815
Simmons and Simmons Charitable Foundation	-	-	-	-	4,500	4,500
abrdn Financial Fairness Trust	-	-	-	5,000	-	5,000
The Stewarts Foundation	-	6,000	6,000	-	6,000	6,000
Treebeard Trust	-	-	-	25,000	-	25,000
Trust for London	8,250	-	8,250	15,750	-	15,750
New funders:						
The Access to Justice Foundation	7,150	-	7,150	-	-	-
Garden Court Chambers Special Fund	3,000	-	3,000	-	-	-
The JRSST Charitable Trust	15,047	-	15,047	-	-	-
The Law Society Charity	5,000	-	5,000	-	-	-
The Oakdale Trust	2,000	-	2,000	-	-	-
The Portal Trust	22,500	-	22,500	-	-	-
Tay Charitable Trust	5,000	-	5,000	-	-	-
The 29th May 1961 Charitable Trust	7,500	-	7,500	-	-	-
The 4814 Trust	-	10,000	10,000	-	-	-
Other:						
Existing / previous funders						
Allen and Overy Foundation	-	-	-	-	10,000	10,000
Dechert LLP	-	-	-	750	-	750
Herbert Smith Freehills LLP	-	6,000	6,000	-	3,000	3,000
Linklaters LLP	124,063	-	124,063	51,500	1,000	52,500
King & Spalding LLP	-	-	-	10,000	-	10,000
Ministry of Justice	71,883	-	71,883	58,163	-	58,163
Reed Smith LLP	-	5,000	5,000	5,000	-	5,000
Sidley Austin LLP	-	-	-	10,000	-	10,000
Society of the Holy Child Jesus	-	-	-	-	5,000	5,000
University of Kent	-	-	-	9,737	-	9,737
University of Westminster	-	-	-	10,416	-	10,416
New funders:						
CEO Sleepout	2,000	-	2,000	-	-	-
Covington & Burling LLP	-	4,025	4,025	-	-	-
Intermediaries for Communication	-	1,905	1,905	-	-	-
Education:						
Conferences	-	23,591	23,591	-	20,387	20,387
Publications	-	227	227	-	187	187
Other	-	520	520	-	-	-
Sub-total for research and education	416,701	140,518	557,219	330,723	121,074	451,797
Membership	-	150,664	150,664	-	117,503	117,503
Sub-total for membership	-	150,664	150,664	-	117,503	117,503
Total income from charitable activities	416,701	291,182	707,883	330,723	238,577	569,300

4 Other income

	2024				2023			
	Endowment Fund £	Restricted £	Unrestricted £	Total £	Endowment Fund £	Restricted £	Unrestricted £	Total £
Gain on disposal of property	-	-	-	-	1,767,251	-	-	1,767,251
	-	-	-	-	1,767,251	-	-	1,767,251

JUSTICE sold its freehold property in Carter Lane, in October 2022. This property was purchased as part on an appeal back in the 1990's and was held as part of our endowment fund. Since the building was sold, we have been renting a few temporary desks from another charity whilst we decide how best to use the proceeds from the sale. During this time we have learnt the importance of having space for our staff to work together whilst maintaining flexible working so we know we do need some form of office space.

As the building was purchased as part of an appeal, we feel its right to fully consider all options and this is not a decision the Board is taking lightly. We are commissioning a number of experts to advise us and the senior management team on our options and we hope to have a decision on this by the summer. In the meantime, the funds have been deposited in high interest accounts so that we can receive some income on these.

JUSTICE

Notes to the financial statements

For the year ended 31 March 2024

5a Analysis of expenditure (current year)

	Charitable activities					2024	2023
	Cost of raising funds £	Research & education £	Membership £	Governance costs £	Support costs £	Total £	Total £
Staff costs (Note 7)	168,829	911,272	16,883	25,324	75,973	1,198,281	943,245
Costs associated with sale of premises*	–	–	–	–	–	–	48,403
Premises costs	7,164	23,642	716	1,075	3,224	35,821	15,676
Office costs	15,173	63,356	1,517	2,276	6,828	89,150	73,715
Publications/printing/design	–	–	–	–	–	–	–
Training, seminars and conferences	–	1,833	–	–	–	1,833	2,441
Fundraising costs	4,681	–	288	–	–	4,969	18,368
Professional fees	–	–	–	10,530	–	10,530	9,828
Depreciation	992	3,274	99	149	446	4,960	10,680
Other costs	4,145	–	–	563	–	4,708	3,566
	200,984	1,003,377	19,503	39,917	86,471	1,350,252	1,125,922
Support costs	19,888	63,989	2,594	–	(86,471)	–	–
Governance costs	9,181	29,539	1,197	(39,917)	–	–	–
Total expenditure 2024	230,053	1,096,905	23,294	–	–	1,350,252	
Total expenditure 2023	150,378	937,008	38,536	–	–		1,125,922

JUSTICE

Notes to the financial statements

For the year ended 31 March 2024

5b Analysis of expenditure (previous year)

	Charitable activities					
	Cost of raising funds £	Research & education £	Membership £	Governance costs £	Support costs £	2023 Total £
Staff costs (Note 7)	90,295	757,639	25,082	15,049	55,180	943,245
Costs associated with sale of premises*	8,713	30,494	2,420	1,452	5,324	48,403
Premises costs	2,822	9,876	784	470	1,724	15,676
Office costs	8,448	56,349	2,347	1,408	5,163	73,715
Publications/printing/design	–	–	–	–	–	–
Training, seminars and conferences	–	2,441	–	–	–	2,441
Fundraising costs	18,046	–	322	–	–	18,368
Professional fees	–	–	–	9,828	–	9,828
Depreciation	1,922	6,729	534	320	1,175	10,680
Other costs	–	–	–	3,566	–	3,566
	130,246	863,528	31,489	32,093	68,566	1,125,922
Support costs	13,713	50,053	4,800	–	(68,566)	–
Governance costs	6,419	23,427	2,247	(32,093)	–	–
Total expenditure 2023	150,378	937,008	38,536	–	–	1,125,922

*Costs associated with the sale is made up of £34,710 of direct costs and £13,693 of donated services related to legal advice.

Notes to the financial statements

For the year ended 31 March 2024

6 Net income / (expenditure) for the year

This is stated after charging / crediting:

	2024 £	2023 £
Depreciation charge for the year	4,960	10,680
Auditor's remuneration (excluding VAT): Audit services	8,775	8,190

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	983,510	780,512
Social security costs	104,375	82,072
Employer's contribution to defined contribution pension schemes	94,783	73,538
Staff training/practising certificate	4,379	3,870
Consultancy	9,044	2,058
Staff recruitment	2,190	1,195
	1,198,281	943,245

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2024 No.	2023 No.
£60,000 – £69,999	2	2
£70,000 – £79,999	1	–
£80,000 – £89,999	–	–
£90,000 – £99,999	–	–
£100,000 – £109,999	–	–
£110,000 – £119,999	–	1
£120,000 – £129,999	1	–

The total employee benefits including pension contributions and employer's national insurance of the key management personnel were £511,910 (2023: £395,270).

The charity Board members were not paid nor received any other benefits from employment with the charity in the year (2023: £nil). No Board member received payment for professional or other services supplied to the charity (2023: £nil).

Notes to the financial statements

For the year ended 31 March 2024

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2024 Employed No.	2024 FTE No.	2023 Employed No.	2023 FTE No.
Raising funds	4.5	3.8	3.4	2.9
Research and education	14.4	12.4	11.9	9.9
Membership	0.5	0.5	1.1	0.9
Support	1.9	1.7	2.1	1.7
Governance	0.7	0.6	0.5	0.5
	22.0	18.9	19.0	15.9

9 Related party transactions

Aggregate unrestricted donations from related parties were £96,618 (2023: £77,365).

There are no other related party transactions to disclose for either year.

10 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

11 Tangible fixed assets

	Database £	IT Equipment £	Total £
Cost or valuation			
At the start of the year	25,180	46,972	72,152
Additions in year	–	6,743	6,743
Disposals	–	–	–
At the end of the year	25,180	53,715	78,895
Depreciation			
At the start of the year	25,180	42,727	67,907
Charge for the year	–	4,960	4,960
Disposals	–	–	–
At the end of the year	25,180	47,687	72,867
Net book value			
At the end of the year	–	6,028	6,028
At the start of the year	–	4,245	4,245

All of the above assets are used for charitable purposes.

JUSTICE

Notes to the financial statements

For the year ended 31 March 2024

12 Listed investments

	2024 £	2023 £
Fair value at the start of the year	282,028	290,548
Additions at cost	–	–
Net gain / (loss) on change in fair value	6,921	(8,520)
	<u>288,949</u>	<u>282,028</u>
Fair value at the end of the year		
Investments comprise:		
	2024 £	2023 £
UK Common investment funds	288,949	282,028
	<u>288,949</u>	<u>282,028</u>
Investments representing over 5% by value of the portfolio comprise:		
	2024 £	2023 £
CCLA COIF Fixed Interest Fund	104,380	102,700
Charishare Common Investment Fund	184,569	179,328
	<u>184,569</u>	<u>179,328</u>

13 Debtors

	2024 £	2023 £
Other debtors	66,382	49,000
Prepayments	10,692	8,606
Accrued income	82,433	13,444
	<u>159,507</u>	<u>71,050</u>

14 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	13,764	1,981
Taxation and social security	28,284	23,031
Pension contributions payable	9,048	7,468
Accruals	52,720	48,358
	<u>103,816</u>	<u>80,838</u>

Notes to the financial statements

For the year ended 31 March 2024

15a Movements in funds (current year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Endowment fund	2,152,276	3,266	(28,754)	–	2,126,788
Restricted funds:					
Administrative Decision Making Working Party	19,697	17,000	(36,697)	–	–
Administrative Justice Council	303	80,133	(80,436)	–	–
Criminal implementation	–	25,000	(25,000)	–	–
Defending the rule of law, access to justice and human rights	(35,019)	74,750	(69,281)	–	(29,550)
Homelessness	–	9,500	(9,500)	–	–
Illegal Migration Bill	–	3,000	(3,000)	–	–
Intern funding	–	146,563	(74,905)	–	71,658
JUSTICE Innovation Hub	–	7,150	–	–	7,150
Race and state related deaths	467	5,000	(5,467)	–	–
Reforming Benefits Decision-Making Working Party	2,190	–	(2,190)	–	–
Scotland Lawyer / Fellow	–	5,000	(5,000)	–	–
Windrush Working Group	11,714	43,605	(48,999)	–	6,320
Total restricted funds	(648)	416,701	(360,475)	–	55,578
Total unrestricted funds	495,519	905,116	(961,023)	–	439,612
Total funds	2,647,147	1,325,083	(1,350,252)	–	2,621,978

The narrative to explain the purpose of each fund is given at the foot of the note below.

Notes to the financial statements

For the year ended 31 March 2024

15b Movements in funds (prior year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2023 £
Endowment fund	420,939	1,767,251	(35,914)	–	2,152,276
Restricted funds:					
Administrative Justice Council	–	73,913	(73,610)	–	303
Administrative Decision Making Working Party	–	26,000	(6,303)	–	19,697
Challenging school exclusions Working Party	4,039	–	(4,039)	–	–
Defending the rule of law, access to justice and human rights	(14,691)	66,242	(86,570)	–	(35,019)
Delivering Administrative Justice After the Pandemic: What can we learn about digitalisation and vulnerable groups?	–	20,153	(20,153)	–	–
The function and operation of Hybrid Orders Working Party	–	10,000	(10,000)	–	–
Improving Access to Justice for Separating Families Working Party	(1,873)	25,000	(23,127)	–	–
Intern funding	–	51,500	(51,500)	–	–
Prosecuting Sexual Offences Working Party	5,583	–	(5,583)	–	–
Outsourcing Working Party	6,265	–	(6,265)	–	–
Race and state related deaths	5,440	–	(4,973)	–	467
Reforming Benefits Decision-Making Working Party	6,278	5,000	(9,088)	–	2,190
Remand Decision-Making in the Magistrates' Court	–	5,000	(5,000)	–	–
Tackling Racial Injustice Working Party	(9,141)	8,350	–	791	–
Windrush Working Group	–	39,565	(27,851)	–	11,714
Total restricted funds	1,900	330,723	(334,062)	791	(648)
Unrestricted funds:					
Designated funds – Administrative Justice Council	25,000	–	–	(25,000)	–
Designated fund – Working Parties	65,304	–	(127,606)	62,302	–
Total designated funds	90,304	–	(127,606)	37,302	–
General funds	402,666	760,490	(629,544)	(38,093)	495,519
Total unrestricted funds	492,970	760,490	(757,150)	(791)	495,519
Total funds	915,809	2,858,464	(1,127,126)	–	2,647,147

15 Movements in funds (continued)**Purposes of endowment funds**

Endowment funds are held as part of an expendable endowment fund and is comprised of the freehold property on Carter Lane and some listed investments. The Trustees agreed to use the endowment fund to fund our office costs from January 2024 onwards.

Purposes of restricted funds

Restricted funds represent grants and donations given for specific purposes. Unspent funds at the year end are to be carried forward and spent on that specific project in a future period. The specific purposes are:

Administrative Justice Council

The Administrative Justice Council (AJC) was set up to ensure that the administrative justice system is more accessible, fair and effective by improving administrative decision-making, simplifying appeals, complaints procedures and redress mechanisms and ensuring access to justice for some of the most vulnerable people in society. The Council is funded by the Ministry of Justice (£71,883) and Trust for London (£8,250). At the end of March 2024 the secretariat function of the AJC moved from JUSTICE to the Judicial Office (independent to but funded by the MoJ), the two members of staff who worked on the AJC and were employed by JUSTICE transferred over to the JO at the end of March with the same contractual terms they enjoyed at JUSTICE.

Administrative Decision-Making Working Party

While an individual is in prison, they remain subject to a number of rules and processes that can serve to unduly delay their release. The Administrative Decision Making Working Party will examine these rules and processes to ensure that individuals do not remain in prison unlawfully or any longer than is necessary. The work is supported by The Bromley Trust who provided a two year grant of £30,000 in 2022–23, £15,000 received in this financial year, the Oakdale Trust (£2,000) and Sidley Austin LLP through pro bono support.

Criminal implementation

This work is supported by The Dawes Trust (£25,000).

Defending the rule of law, access to justice and human rights

These grants have supported our work on upholding the rule of law, access to justice and human rights. This has included the research, drafting and dissemination of a report assessing the UK's adherence to the rule of law "The State We're In: Addressing Threats & Challenges to the Rule of Law", work towards updating our guide for parliamentarians "Law for Law Makers", our work briefing parliamentarians on legislation impacting human rights and the rule of law including the Illegal Migration Act, the Safety of Rwanda (Asylum and Immigration) Act, the Data Protection and Digital Information Bill, the Victims and Prisoners Bill and the Criminal Justice Bill. This work is supported by the Joseph Rowntree Charitable Trust, with a three-year grant of £71,597, which has been extended by another year to December 2024 (£27,207 of additional funding), £24,703 has been received in this financial year, the Legal Education Foundation with a two-year grant of £70,000, with £35,000 received in this financial year and the JRSST Charitable Trust with a two-year grant of £30,094, with £15,047 received in this financial year. This fund is in deficit but future grant payments will be received to bring it back into a positive position.

Homelessness

This work encompasses our work on behavioural control orders (civil orders with criminal consequences for breach) such as community protection notices and public space protection orders, that are aimed at addressing anti-social behaviour but have a disproportionate impact on those experiencing homelessness. It also includes our work on a rights based approach to government contracting, which includes local authority homelessness vulnerability assessments. It is supported by The 29th May 1961 Charitable Trust (£7,500) and CEO Sleepout (£2,000).

Illegal Migration Bill

This work on analysing and briefing Parliamentarians on the Illegal Migration Bill was supported by Garden Court Chambers Special Fund (£3,000).

15 Movements in funds (continued)

Intern funding

Linklaters LLP £124,063 and The Portal Trust (£22,500) have provided grants to support our internship and fellowship programme.

JUSTICE Innovation Hub

The Access to Justice Foundation have provided £7,150 to support a scoping project looking at how to better harness data and evidence to provide a person centred data driven approach to policy making.

Race and state related deaths

The Law Society Charity (£5,000) supported our work on Racism and state related deaths. There is concern about the disproportionate number of people from ethnic minority backgrounds who die in contentious circumstances where the State may have played a role (either due to a positive action, a failure to act, or a discriminatory policy) but despite this, issues of discrimination and bias are rarely given consideration during inquests and inquiries,. We aim to put together a practitioners guide to identifying and raising issues relating to bias and race in the context of inquests. Matrix Causes Fund provided financial support in previous financial years, this year they provided pro bono advice, as did Reed Smith LLP and Skadden, Arps, Slate, Meagher & Flom LLP.

Reforming Benefits Decision-Making Working Party

BlackRock Gives and abrdn Financial Fairness Trust (previously the Standard Life Foundation) supported our working party on Reforming Benefits Decision-Making. The report published in July 2021 makes 44 recommendations aimed at improving the administrative and procedural aspects of the benefits system. It considers initial decision making, through to appeals, to ensure that the system works well for everyone, regardless of their digital capability, their health, their disabilities, or their vulnerabilities. With rising living costs the need for a fair benefits system that is accessible and makes timely and accurate decisions is as important as ever. Implementation work this year has included responding to the DWP's Health and Disability Green Paper, monitoring the roll out of Adult Disability Payment in Scotland, liaising with other NGOs and meeting with the DWP to discuss the report's recommendations.

Scotland Lawyer / Fellow

The Tay Charitable Trust supported our work in Scotland with a grant of £5,000.

Notes to the financial statements

For the year ended 31 March 2024

15 Movements in funds (continued)

Windrush Working Party

The 'Reforming the Windrush Compensation Scheme' Working Party report was published in November 2021. It makes 27 recommendations to improve the process for those seeking compensation from the Home Office for the losses and hardships they suffered as a result of not being able to demonstrate their lawful immigration status. Many of the issues we identified with the Windrush Compensation Scheme are also applicable to other recent bespoke Home Office schemes. This new project uses our Windrush report as a starting point to identify problems with, and potential solutions in respect of, the Afghanistan relocation schemes (the Afghan Relocations and Assistance Policy (ARAP) and the Afghan Citizens Resettlement Scheme (ACRS)) and the EU Settlement Scheme. We have set up working groups to examine these schemes. These groups will be comprised of experts, those with lived experience of these schemes, and those who represent and support them. The working groups will identify the issues with these schemes and make recommendations for reform, drawing on our recommendations from the Windrush Compensation Scheme Report. The aim of the project is to identify common issues and solutions to improve the existing schemes, and ensure that lessons are learnt for any future Home Office schemes. This work is supported by the Paul Hamlyn Foundation with a three-year grant of £120,000, £42,605.10 of this was received in this financial year. Dechert LLP are also supporting the work providing pro bono support.

Purposes of designated funds

Designated funds were set aside in previous years by the Trustees to fund staff time spent on our Working Parties and the Administrative Justice Council.

16a Analysis of net assets between funds (current year)

	Endowment £	Restricted £	Designated £	General unrestricted £	Total funds £
Tangible fixed assets	–	–	–	6,028	6,028
Investments	116,652	–	–	172,297	288,949
Net current assets	2,010,136	55,578	–	261,286	2,327,001
Net assets at the end of the year	2,126,788	55,578	–	439,612	2,621,978

16b Analysis of net assets between funds (prior year)

	Endowment £	Restricted £	Designated £	General unrestricted £	Total funds £
Tangible fixed assets	–	–	–	4,245	4,245
Investments	113,386	–	–	168,642	282,028
Net current assets	2,038,890	(648)	–	322,632	2,360,874
Net assets at the end of the year	2,152,276	(648)	–	495,519	2,647,147

Notes to the financial statements

For the year ended 31 March 2024

17 Operating lease commitments payable as a lessee

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Equipment 2024 £	2023 £
Less than one year	-	1,162
Two to five years	-	291
Over five years	-	-
	-	1,452

18 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

JUSTICE

England & Wales - Charity number 1058580

Accounts

Company Number: 3216897
Charity Number: 1058580
Scottish Charity Number: SC43518

JUSTICE

Report and financial statements

For the year ended 31 March 2023

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Reference and administrative information

For the year ended 31 March 2023

Company Number	3216897
Country of incorporation	United Kingdom
Charity Number	1058580
Country of registration	England and Wales
Scottish Charity Number	SC43518 registered in Scotland
Registered office and Operational address	2nd Floor, Lincoln House 296–302 High Holborn London WC1V 7JH

Board members Board members, who are also directors under company law and the charity trustees as defined by section 177 of the Charities Act 2011, who served during the year and up to the date of this report were as follows:

Peter Binning	Chair from 10 November 2020
Rachel Sexton	
I. Stephanie Boyce	(from 19 October 2022)
Alexandra Carr	
Patrick Corr	
Professor Naomi Creutzfeldt	
N. Lynn Hiestand	(to 19 October 2022)
Christina Liciaga	(to 19 October 2022)
Alastair Livesey	
Jennifer MacLeod	
Sara Mansoori KC	(from 19 October 2022)
Kate Saunders	
Dame Alison Saunders DCB	
Alice Smith	(from 19 October 2022)
Sir Michael Tugendhat	(to 19 October 2022)
Christian Weaver	(from 19 October 2022)

Key management personnel	Fiona Rutherford	Chief Executive
	Samantha Burridge	Director of Operations
	Amanda Miller	Director of Development
	Stephanie Needleman	Legal Director
	Jane Collier	Interim Director of Development (to Oct 2022)

JUSTICE

Reference and administrative information

For the year ended 31 March 2023

Bankers	Lloyds Bank plc 222 Strand London WC2R 1BB
	CAFCash Ltd PO Box 289 West Malling Kent, ME19 4TA
Investment managers	BlackRock 33 King William St London EC4R 9AS
	CCLA Investment Management Ltd 80 Cheapside London EC2V 6DZ
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House 108–114 Golden Lane London EC1Y 0TL

An introduction from our Chair of the JUSTICE Board, Peter Binning

Welcome to JUSTICE's Trustees' Annual Report and Financial statements. I hope this provides you with an overview of our achievements and the challenges we have faced across the past year.

In October we sold our freehold property and now have the challenge of deciding how best to use the proceeds from the sale. We have learnt over the past year the importance of having space for our staff to work together and we have been lucky to be able to rent some temporary desk space whilst we decide our next steps. As the building was purchased as part of an appeal, we feel it's right to fully consider all options, and this is not a decision the Board is taking lightly. We are commissioning a number of experts to advise us and the Senior Management Team on this. Please bear this in mind when looking at the income on our statement of financial activities and the endowment fund on our balance sheet and remember these contain the proceeds from the sale of Carter Lane.

The work at JUSTICE has continued apace and in the last year we have produced one report and launched two working parties; [*Improving Access to Justice for Separating Families*](#); [*The function and operation of Hybrid Orders*](#); and [*Outsourcing*](#). These working parties have engaged our membership and the wider legal community to identify issues and solutions and have led to recommendations which we are working to implement. These working parties are in addition to a range of projects we are undertaking for example to create guidance for practitioners to raise issues of racism at inquests (in partnership with INQUEST) and gathering unique data on how magistrates make decisions about remand in the magistrates' court.

There has also been an unprecedented amount of time spent researching, drafting, and delivering briefings to Parliamentarians in both houses. This work has been extensive, due to the heavy Parliamentary legislative programme, with the team working on the Public Order Act 2023, the Bill of Rights Bill, the Retained EU Law Bill, and the Illegal Migration Bill, all of which have significant implications for the UK constitution, human rights, and rule of law. As a result, we have seen numerous achievements, from the preservation of the Human Rights Act 1998, to Parliamentarians having considered dozens of JUSTICE-drafted amendments. For example, in the context of the Public Order Act 2023, JUSTICE was instrumental in the adoption of an amendment – now section 17 of the Act – to prevent the police from exercising their powers to prevent journalists and legal observers from monitoring protests. They also responded to consultations covering a range of access to justice, rule of law and human rights issues.

I was pleased that we were able to return to in-person events this year and really enjoyed attending the Rule of Law fundraising events (part of our programme of work on the rule of law), the 65th anniversary, travelling to Manchester and Leeds and meeting local contacts at our regional events. Our Human Rights Conference in October was also a huge success doubling our income from last year.

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We have been very successful at raising funds this year, increasing our income by 22% through the team's hard work increasing support from Trust and Foundations, Corporates, membership and from the fantastic fundraising events. When we exclude income and expenditure related to the sale of the property which sits in our endowment, we have ended the financial year with a small surplus, we had expected to end the year with a deficit of £38k so this is a positive end to the year but our reserves are below our reserves policy, for another year. We are aware that this is not sustainable, and the Senior Management Team are working on a five-to-ten-year plan and business model to ensure JUSTICE's sustainability and growth.

The Finance Committee and Board are monitoring the finances closely, but we are optimistic that the fundraising plans for the year ahead are achievable, and we are willing to support the staff to achieve these targets.

I hope that you enjoy reading this report. There is a great deal for us to do in the next few years and so much that JUSTICE can achieve, and I urge you to support us in any way you can.

I am so grateful to all who work on behalf of JUSTICE and to you, our supporters.

Thank you.

The JUSTICE Board present their report and the audited financial statements for the year ended 31 March 2023.

Reference and administrative information, set out on pages 1 and 2, forms part of this report. The financial statements comply with current statutory requirements, the memorandum, articles of association, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Purposes and aims

JUSTICE is an all-party membership organisation, drawn primarily from the legal profession with a common commitment to the rule of law and the fair administration of justice.

As reflected in our governing documents:

JUSTICE was established to promote the sound development and administration of the law for the benefit of the public in the following ways:

(a) By promoting education and conducting research into the law, including current and proposed practice and administration and reform of the law, as the JUSTICE Board thinks fit, and by publishing the useful results of such research;

(b) By providing specialist legal advice in relation to the law and legal procedures particularly in cases where it is apprehended that a miscarriage of justice has taken place;

(c) By providing legal representation for those who are unable to obtain legal representation from their own resources, particularly in cases where it is apprehended that a miscarriage of justice has taken place;

(d) and for such other purposes for the benefit of the community as shall be exclusively charitable.

Our primary focus is on overcoming institutional and procedural barriers to access to justice and fairness for people using the system. We put their experiences at the heart of our work, and we recognise that many aspects of the existing structure and practises within the justice system compound exclusion for disadvantaged people.

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Across all our work we address:

Institutional weakness: considering ways to strengthen the operation of key institutions and frameworks in the justice system, testing them for fairness, accessibility, and efficiency.

Procedural deficiency: identifying and challenging unfair, inaccessible, and inefficient legal procedures. We will examine the potential of technology and innovation in delivering justice – including alternatives to traditional justice processes – and consider its emerging impact on the system.

Biases in the justice system: exploring and confronting the ways in which the justice system adversely treats and impacts upon individuals and groups based on their status and/or protected characteristics including race, gender, disability and/or socio-economic status.

In recent years, JUSTICE has moved away from providing legal advice and representation. In part, this has been the assumption of JUSTICE's previous work on miscarriages of justice by the establishment of the Criminal Cases Review Commission (CCRC). We continue to be involved in how miscarriages of justice are handled, both in the courts and by the CCRC.

The focus of our work

JUSTICE's strategic plan for 2021–24 continues to see our work span administrative, civil, family and criminal justice in the United Kingdom.

We have four intersecting core areas of activity:

- We use working parties of our members and other experts to identify and address areas ripe for reform. Supported by our staff, the working parties provide evidence-based analysis and propose practical solutions by drawing on leading academic research, international and comparative material, and lived experiences of people interacting with the justice system in different ways. We work towards implementing our working party recommendations, and use our reports to inform, influence and collaborate with decision-makers and other key actors.
- We act as a bridge between law and lawmakers, briefing politicians from all parties on draft legislation relevant to the justice system in the UK and devolved Parliaments. We also respond to consultations from Government, parliamentary committees and other significant bodies within our areas of expertise.
- We hold informative events on our work and related issues, and on access to the legal profession for our members and other interested parties.
- Finally, we submit third-party interventions before the UK Supreme Court and the European Court of Human Rights in cases that raise critical points of law in our areas of expertise.

JUSTICE also provides the Secretariat for the Administrative Justice Council (the AJC), which will continue into 2023–24 with some changes planned into 2024–25. Both through the Secretariat and

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Fiona Rutherford's membership of the Council and the team's involvement in AJC projects, we continue and foresee continuing to work closely with the AJC.

Public benefit

Since its formation in 1957, JUSTICE has been at the cutting edge of the debate on legal reform and is widely respected for the breadth, depth and quality of its analysis. Today, more than ever, JUSTICE is involved in the issues that will shape the future legal landscape.

Direct beneficiaries of our work include practising lawyers, judges, law students and policymakers interested in the development and protection of the rule of law and human rights, in addition to the public at large, who benefit from a robust justice system that protects their rights.

The benefit of our work is demonstrated through: the adoption of our recommendations in government law reform initiatives; the referencing of our contributions to government consultations; the adoption by parliamentarians of our suggested amendments to legislation; and the acceptance of our arguments in third-party interventions in court judgments. Our third-party interventions in the United Kingdom's Supreme Court and in the European Court of Human Rights are submitted 'in the interests of justice' and not on behalf of particular parties. When adopted, our arguments strengthen legal protection for all people beyond those directly involved in the proceedings.

The Board has 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 its future activities. In particular, the Board considers how planned activities will contribute to the aims and objectives that have been set. While some activities are available only to members, these are in the minority and the vast majority of our work is available to the public free of charge. The JUSTICE website provides accessible information on our work to the public at large.

The Trustees confirm that they have paid due regard to the public benefit guidance published by the Charity Commission in deciding the aims, objectives and activities of the charity.

The Board considers that JUSTICE's activities are of public benefit in at least the following ways:

- provision of independent research and analysis to external bodies, including the senior judiciary, government and politicians across the political spectrum to assist in formulating law, policy and practice related to justice matters, which can have significant benefit for people in the UK;
- dissemination of research and information about justice system reform directly to JUSTICE members, including: judges, barristers, solicitors, chartered legal executives, students, advisers to governments and corporations and non-governmental organisations, who are then better able to advise public and private bodies accurately about justice issues. This is frequently available to the public at large via social media platforms and our website; and,
- offering conferences, lectures and other events on contemporary justice issues that are open to the general public to attend, to inform them about important issues which may affect their daily lives.

Principal Activities

Policy

More than ever, during this strategy period, we will strive to tackle urgent and important issues within the constraints of the social, economic and political climate indicated above. To achieve this, our working parties, briefings and interventions will focus on the following themes.

Reform of courts and the impact of COVID-19:

We will continue to monitor the HMCTS Reform Programme, urging that it increase access and fairness in the courts and tribunals. We will explore and evaluate ways in which the integrity of the courts and justice process can be maintained as they adapt to the impact of COVID-19. We will lead thinking on which aspects of the COVID-19 response should remain, be revised or be discarded as courts 'return to normal'.

User-centred justice:

The justice system must be comprehensible to all its users so that they can effectively participate and have confidence in it. Building on our 2019 Working Party Report, Understanding Courts, we will focus on improving the experience and involvement of specific cohorts of users, such as children, victims of crime and vulnerable people to enable fair outcomes.

In 2021, our Working Party 'Improving Access to Justice for Separating Families' undertook a child-centred review of what families need from the Family Court when they seek help with child arrangements, with particular emphasis on domestic abuse victims and unrepresented litigants.

Effective routes of redress:

Routes of redress are becoming increasingly uncertain or unavailable as a result of shifting State powers and responsibilities.

We will focus on ensuring privatisation, automation, and civil orders with criminal consequences do not inhibit effective challenge to decision-making through courts, tribunals and other complaints mechanisms.

Challenges to the courts and Constitution:

Independent and impartial courts are a central feature of the UK constitution. Safeguarding their integrity and remit amidst proposed reforms is crucial to the rule of law and ensuring access to justice.

We will pursue projects addressing proposed reforms to the operation of the Supreme Court, the role of judicial review and amendment of the Human Rights Act. We will continue to examine judicial appointments, with a view to increasing judicial diversity.

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Non-judicial decision-making:

At the start and end of court and tribunal processes, many public bodies and officials make significant decisions concerning individual rights and freedoms. Given the impact of these decisions on people's lives, these require careful scrutiny.

In the first part of the strategy period, we will consider the processes for release from imprisonment through the Parole Board and Criminal Cases Review Commission.

Other work:

We will continue to follow up on past reports and policy work by capturing whether our activities and interventions have paved the way for desired outcomes.

We will continue to collaborate and establish constructive relationships with diverse stakeholders within the justice system as we evidence, elaborate, and implement our work.

We will seek opportunities to expand our work in Scotland, Northern Ireland, and Wales in line with our above priorities, as relevant to those jurisdictions.

We will look to engage more closely with the International Commission of Jurists, using its network to strengthen our work, and supporting it as appropriate.

Development

The key to successful fundraising is multifaceted and meaningful relationships, especially given the political and economic climate outlined at the beginning of this strategy. To this end, developing even stronger and deeper bonds with our donors, supporters and members through thoughtful engagement opportunities will be the foundation of the Development team's work over this strategy period. The Development priorities from our strategic plan are detailed below.

Membership

JUSTICE is a membership organisation, and our members are among our greatest assets. Our members span law students, through the ranks of the profession, to retired lawyers and judges. They include practitioners of all different types of law and all branches of the profession. While our members cover the spectrum of politics, they share a common concern in maintaining the integrity of the justice system in the United Kingdom.

Strengthening and increasing our membership programme

Membership plays a crucial role in shaping our work, as well as a source of unrestricted and sustainable funding. We plan to develop and create lasting relationships and multifaceted journeys for our members, especially those in the highest-level categories and corporate members, to ensure better acquisition and retention.

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We will improve our engagement communications through segmentation and strategic messaging and streamline our administrative communications to make the membership experience easier.

Events are the cornerstone of our membership programme. We will continue to provide thought-provoking and topical events to our current members and to attract new members.

We will maximise our reach through virtual events, allowing us to expand our membership beyond England by attracting new members from Wales, Scotland and Northern Ireland.

Fundraising

Broadening our current income streams and attracting new funders:

We plan to attract new funders and increase support from existing donors by developing opportunities for them to support us beyond a single project and investing in our longer-term growth, especially Trusts and Foundations. We will focus on unrestricted, multi-year funding and increasing our network of donors of all sizes and from varied industries.

We will continue to improve the experience of our JUSTICE60, Friends and major donors by working with the Development Board to ensure this transformational group remains engaged in our work and invested in our impacts. We are committed to providing bespoke events and networking opportunities and will look to diversify its growth by increasing corporate donors and approaching lawyers and leaders of industry from a wider audience.

We will enhance our external communications and cement our reputation as sector leaders, by focusing on more accessible content, targeted events, demonstrating our impact and encouraging wider audiences to engage with and support our work.

Achievements and performance

The charity's main activities and beneficiaries for 2022–23 are described below. All its charitable activities focus on strengthening the justice system and are undertaken to further JUSTICE'S charitable purposes for the public benefit.

Policy

Working Parties

Over the past year, we have published one report and launched two new working parties which have engaged our membership and the wider legal community. Two further working parties are due to commence shortly. Our reports are produced through working parties of our membership and invited experts, meeting in committees over the life of the project to identify problems, issues and solutions and taking evidence from relevant sources. We make a series of recommendations relating to each area of the justice system, which we are working to implement. This work sits alongside the continuing implementation work on our previously reported work and working parties that are still in progress or in the scoping and evidence gathering stage.

Reports published in 2022–23

[*Improving Access to Justice for Separating Families*](#) (Strategy theme: user-centred justice)

In January 2021, JUSTICE launched its Improving Access to Justice for Separating Families Working Party, the aim of the Working Party was to consider how access to justice can be improved for separating families in private family proceedings.

Separation is often a distressing and traumatic event, particularly when children are involved. Most families resolve disagreements about children (e.g., where they live, how often then will see other family members) privately. However, some cannot and need additional help; they may not be emotionally or practically ready to negotiate, or there may be imbalanced power dynamics, for example domestic abuse, which would make unassisted negotiation unfair or unsafe.

The central question for the Working Party was how to better secure access to justice for these families. The challenge is not a small one. Families face a confusing and disaggregated landscape of advice and support. Affordable and trustworthy legal advice is scarce (families in court are disproportionately economically deprived) and there is a lack of coordination of the support families need. Those who do go to court often do so unrepresented since legal aid was significantly cut in 2013 (only one in five cases has a lawyer on both sides). These litigants in person experience a system still designed for lawyers, which is marginalising, confusing and stressful. Additional vulnerabilities, such as domestic abuse, mental health difficulties, and substance abuse, are prevalent amongst court users and can intersect, whilst courts with limited resources struggle to cope with families' complex problems. Meanwhile, the children who are at the centre of the dispute, but in the vast majority of cases not a party to the legal proceedings, too often feel unheard and

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unsupported, like the object of an adult dispute rather than an individual with their own perspective about their future – and a right to be heard.

The Working Party consulted widely with professionals and experts in the family justice system; individuals (adults and children) with experience of using the system; and those outside it, from other jurisdictions and from other child-related disciplines. The report was published in October 2022 and makes 43 ambitious but realistic recommendations related to child arrangements problems and their resolution in England and Wales. They build upon reforms in private family law already underway, including the commencement of the Domestic Abuse Act 2021 and the 'pathfinder courts' being piloted currently in Dorset and North Wales.

Recommendations include:

Beyond court: the wider family justice system

- **Information and early legal advice:** a single authoritative information website for separating families and piloting of publicly funded early legal advice for child arrangements problems.
- **Coordination of legal and non-legal services:** the creation of hubs, alliances, and networks to coordinate services for separating families in the community, including the use of DfE-funded family hubs. We recommend legal and non-legal services work in partnership to support families with their child arrangements problems.
- **Consistent risk screening:** the systematic use of a common, structured, overall risk screening tool by professionals throughout the family justice system including mediators, legal professionals, and Cafcass in court, to ensure a consistent and proportionate response to risk, wherever a family go for help.
- **A child participation presumption:** throughout the justice system, we recommend a new presumption that all children will be offered the opportunity to participate in processes which assist in the resolution of a dispute which concerns them, both in and out of court, in an age-appropriate way.
- **Non-court dispute resolution:** in addition to mediation, other non-court dispute resolution processes should be financially supported, including "packages" of support which combine legal help with non-legal help (like counselling). Non-court processes need to be better supported to be child inclusive, through parental education, professional practice, and funding incentives.

Going to court: a problem-solving approach

- **The "case progression officer":** Give every case a neutral, legally trained court employee, who will provide information to litigants; manage preparation for hearings if one or both sides are unrepresented; and help unrepresented litigants understand outcomes and next steps.
- **An initial investigation by a "Court Team":** Identify issues more efficiently, with a less adversarial and more child-focussed "Court Team". The Team is a case progression officer and a Cafcass officer, to which specialists (e.g., domestic abuse) could be added. It would investigate what is going on with the family before the case goes before a judge, including risk screening, speaking to the parents and the child, as well as third parties, e.g., the school.

- **Funding where necessary in the interests of justice:** Secure (i) funding for expert evidence or testing when the judge deems it necessary but the parties cannot afford it; (ii) representation for both parties when the court deems a fact-finding into alleged harm necessary but the parties cannot afford representation; (iii) exceptional case funding when a judge deems representation necessary for a vulnerable party; (iv) sufficient funding for Guardians when the court deems joining the child as a party necessary.
- **Child participation in court:** Introduce an explicit duty on the court to facilitate children's participation. This is a process, not a one-off event. This means giving the child information; letting them know what has been written about them more often; letting them meet the decision-maker more often (and training judges and magistrates to do this); and giving the child feedback about the outcome and how their voice was taken into account.
- **Review:** Cafcass should follow up with the family (including the child) after a period of time to ask if the final order is working in the best interests of the child. If it is, there is nothing further. If it isn't, the judge can hold a review hearing to consider changes. This ensures children are not stuck in arrangements making them seriously unhappy or unsafe, with no court oversight.

Mishcon de Reya LLP, the Treebeard Trust, The Clifford Chance Foundation and The Eleanor Rathbone Charitable Trust are supporting our Working Party on Improving Access to Justice for Separating Families. With the Treebeard Trust providing a two-year grant of £50,000 with £25,000 received in this financial year (£25,000 in 2021–22); The Clifford Chance Foundation with a donation of £4,328 in 2021–22; The Eleanor Rathbone Charitable Trust with a grant of £2,000 in 2020–21; and Mishcon de Reya LLP through their JUSTICE60 membership donation of £10,000 in this financial year, as well as providing pro bono support and hosting the launch. The rest of staff time spent on this project was funded by designated funds.

Working Parties in progress 2022–23

[The function and operation of Hybrid Orders](#) (Strategy themes: effective routes of redress; user-centred justice)

The **function and operation of Hybrid Orders Working Party** is chaired by George Lubega, who was a Partner at CMS and is now a District Judge. Launched on 21 June 2022, this Working Party is looking at Hybrid Orders, defined as orders obtained by a civil procedure, that seek to restrict a person's behaviour and have criminal consequences if breached. The Working Party is examining the way hybrid orders operate in practice, in particular whether they are issued and enforced in a fair and consistent manner that respects human rights and whether they are effective in achieving their specified purposes. The Working Party plans to report in Autumn 2023. King & Spalding LLP are supporting this Working Party with a £10,000 donation and Paul Hastings LLP supported it with pro bono research. The rest of staff time spent on this project was funded by designated funds.

[Outsourcing](#) (Strategy themes: non-judicial decision making; effective routes of redress)

The **Outsourcing Working Party** launched in February 2023. The Working Party is chaired by Sir Gary Hickinbottom, and we have a number of senior lawyers, commercial experts and academics from

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across the UK on its panel. The Working Party is looking to make a series of practical recommendations for how outsourcing across all sectors can be done in a way that better upholds the public law principles at the heart of administrative justice. It is particularly interested in the outsourcing of decisions and assessments that impact individuals' access to public services or have a particular impact on individual rights. The Working Party aims to ensure outsourced decisions and assessments are of good quality and fully engage and respect the individuals involved. Where decisions are disputed, the Working Party seeks to ensure there are sufficient protection for individuals with vulnerabilities and that there are clear, accessible ways to challenge those decisions. The Working Party is expected to sit for the remainder of the year, with the aim of launching the report in March 2024.

Simmons & Simmons are supporting this work with a £10,000 donation in 2021–22 and pro bono support. The rest of staff time spent on this project was funded by designated funds.

Working Parties due to start in 2022–23

Administrative decision-making in prisons (Strategy themes: non-judicial decision-making; effective routes of redress)

The **Administrative decision-making in prisons Working Party** is still in its scoping stage as we have prioritised the State of the Rule of Law Project and because of staff changes. While an individual is in prison, they remain subject to a number of rules and processes that can serve to unduly delay their release. The Working Party will examine these rules and processes to ensure that individuals do not remain in prison unlawfully or any longer than is necessary. Sidley Austin LLP are supporting this work through pro bono support and a £10,000 donation. The work is also supported by the Golden Bottle Trust who donated £1,000 and The Bromley Trust who have given a two-year grant of £30,000, with £15,000 received in this financial year.

Transparency and a Modern Justice System (Strategy themes: reform of courts and the impact of COVID-19; user-centred justice)

We are currently scoping for a new project that will look at transparency within a modern justice system. This is likely to the form of at least two working parties over the coming years. Recent changes in technology and the way in which the justice system operates have thrown up a number of issues to consider to ensure that our justice system remains open and transparent. Whilst technology has the potential to democratise the justice system, from virtual hearings, to the use of the single justice procedure, its use can also inhibit transparency if not properly considered in the design and implementation of modern justice processes. Current areas of interest include:

- How data from the justice system (which will continue to proliferate as the system continues to digitise) should be made available to the public, within what framework and with what safeguards (e.g., to secure the privacy of individuals and the fair use of such data).
- How should the way case participants, the public and the media, observe and understand proceedings evolve to secure transparency of modern justice processes.
- How can decision-making and outcomes be more transparent in a modern justice system, on an individual level and on a systemic level.

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In addition, Fiona Rutherford has been appointed as an Expert Member of the Ministry of Justice's Senior Data Governance Panel, which advises the Lord Chancellor and Lord Chief Justice in relation to data issues.

Working Party implementation work in 2022–23

[Securing access to justice: reviewing the Windrush compensation, EU Settlement and Afghan Resettlement and Relocation Schemes](#) (Strategy themes: non-judicial decision-making; effective routes of redress)

On 15 November 2021, JUSTICE published its 'Reforming the Windrush Compensation Scheme' Working Party report. This report made 27 recommendations to improve the administrative and procedural aspects of the Compensation Scheme. The aim of the Working Party, which included those with lived experience and lawyers who acted for Windrush victims, was to make the Windrush Compensation Scheme more accessible, fair and efficient for those who need it and to improve trust amongst those who suffered loss and hardship.

Key recommendations in the report included the need for greater independence and accountability, the availability of funded legal representation, training for caseworkers, improved communication with applicants, a targeted publicity campaign to raise awareness and an improved appeals system.

Following the publication of our report, JUSTICE has been engaging with the Home Office on these recommendations and advising the Independent Person with the assistance of Dechert LLP and Bryan Cave Leighton Paisner LLP.

Many of the issues we identified with the Windrush Compensation Scheme are also applicable to other recent bespoke Home Office schemes. This new project uses our Windrush report as a starting point to identify problems with, and potential solutions in respect of, the Afghanistan relocation schemes (the Afghan Relocations and Assistance Policy (ARAP) and the Afghan Citizens Resettlement Scheme (ACRS)) and the EU Settlement Scheme.

We have set up working groups to examine these schemes. These groups will be comprised of experts, those with lived experience of these schemes, and those who represent and support them. The working groups will identify the issues with these schemes and make recommendations for reform, drawing on our recommendations from the Windrush Compensation Scheme Report. The aim of the project is to identify common issues and solutions to improve the existing schemes and ensure that lessons are learnt for any future Home Office schemes. This work is supported by the Paul Hamlyn Foundation with a three-year grant of £120,000, £38,815 of this was received in this financial year. Dechert LLP are also supporting the work with a £750 donation and pro bono support.

[A Parole System Fit for Purpose](#) (Strategy theme: non-judicial decision-making)

In April 2021, JUSTICE launched its a Parole System fit for Purpose Working Party, which examined the role, powers, and procedures of the Parole Board and wider system. The report makes 22

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practical, achievable, and well-evidenced recommendations which explore and show how the parole system could be truly fit for purpose for those in prison, victims, and the general public. We have been working on implementing these recommendations.

Following the publication of the Government's Root and Branch review of the parole system in March 2022, JUSTICE prepared a written response to the review's key proposals prepared with the benefit of our Report's evidence base and recommendations, and in consultation with members of the Working Party. We subsequently met with senior Ministry of Justice officials to discuss our concerns and submitted our response to the Justice Select Committee. Its evidence was subsequently used in questioning the Lord Chancellor on this subject.

The Victims and Prisoners Bill was introduced at the end of March 2023 and seeks to implement a number of the proposals from the Root and Branch review including a ministerial veto power over the release of prisoners. We had pre-emptively instructed Jude Bunting KC and Stephanie Davin (Doughty Street Chambers) to prepare pro-bono advice to analyse the compatibility with the European Convention on Human Rights of the Government's proposed reforms regarding increased Secretary of State involvement in release decisions. This will assist our briefing efforts on the Bill. We have also been engaging with victims' groups and representatives in relation to the Bill, including the London Victims' Commissioner, Claire Waxman OBE.

Hogan Lovells International LLP and Doughty Street Chambers supported this work with pro bono support. The implementation work on this Working Party was funded by JUSTICE's designated funds.

[Reforming Benefits Decision-Making](#) (Strategy theme: non-judicial decision-making)

Reforming Benefits Decision-Making is our joint Working Party with the Administrative Justice Council, chaired by Lord Low of Dalston CBE. The Working Party was launched in April 2020 and the report was published in July 2021. It makes recommendations aimed at creating a benefits system that prioritises dignity and respect and places the user at its heart.

Since the launch of our report, we have worked towards implementing its recommendations. Some of our recommendations have already been implemented (either in part or in full). For example, the DWP began work in November 2021 to make all the forms they publish fully accessible, introduced BSL telephone calls and audio recording of PIP assessments is now allowed (though it is not automatic).

In June 2022 we met with civil servants at the DWP to discuss our response to the Government's Health and Disability Green paper consultation, which provided a key opportunity to further advance a number of the report's recommendations. There is a considerable amount of overlap between our Working Party report and the issues set out by the DWP in their green paper.

We have also spoken to the Head of Administrative Justice Policy at HMCTS about the Tribunal recommendations, held a meeting with President of the Social Security Tribunal Judge Kate Markus

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KC to discuss the appeals procedure and briefed the Social Security Advisory Committee on the contents of our report.

Finally, we provided detailed responses to the Labour Party's National Policy Forum on social security policy, which included several of our recommendations which are not within present Government thinking including the extension of legal aid, the end to outsourcing of benefits assessments and the creation of an independent regulator for benefits. This was an important opportunity for us to engage with the Labour Party in key policy development areas.

We are picking up the issue of outsourced health assessments for benefits in more detail as part of our Outsourcing Working Party.

BlackRock, Weil, Gotshal & Manges LLP and abrdrn Financial Fairness Trust (formerly known as Standard Life Foundation) are supporting our Working Party on Reforming Benefits Decision-Making, with BlackRock donating £4,799, in 2021-22 as well as providing pro bono support; abrdrn with a three-year grant of £70,000, with £5,000 received in this financial year; and Weil, Gotshal & Manges LLP through their JUSTICE60 membership donation of £10,000 in this financial year and by providing pro bono support.

[Tackling Racial Injustice: Children and the Youth Justice System](#)

In February 2021 we published Tackling Racial Injustice, chaired by Sandra Paul and with the assistance of Travers Smith LLP. At most stages of the youth justice system – from arrest to custody – the proportion of Black and Minority Ethnic young people is higher than the proportion of white young people. This Working Party examined the causes of racial disproportionality in the Youth Justice System (YJS) of England and Wales and made recommendations to ensure that children are not needlessly criminalised by improving the attitudes, processes and procedures in the YJS.

JUSTICE sat on an expert group providing advice, support and expertise to the Criminal Justice Alliance regarding its project 'Tackling Race Injustice' project concerning the public sector equality duty. This concluded in January 2023 and a series of resources to assist civil society and community groups in developing and making public sector equality duty claims have been published.

In August, JUSTICE gave evidence to His Majesty's Inspectorate of Constabulary and Fire & Rescue Services in respect of the Criminal Justice Alliance's super complaint regarding section 60 suspicion-less stop and search powers. We raised concerns regarding the use of these powers, particularly considering their negative and discriminatory impact on ethnic minorities, who are disproportionately affected.

Throughout the year we have been briefing on the now-passed Public Order Act 2023 which introduces a range of new protest offences, increased stop and search powers and a new form of hybrid order 'Serious Disruption Prevention Orders'. We are concerned the powers in this Bill will disproportionately impact racialised individuals and communities. We gave evidence to the Commons' Bill Committee and helped to defeat a series of controversial late-stage Government amendments which would have empowered police to restrict protests pre-emptively, as well as limits

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on the 'reasonable excuse' defence for protest-related offences. We were also instrumental in the adoption of an amendment to prevent the police from exercising their powers to prevent journalists and legal observers from monitoring protests.

JUSTICE coordinated a group of organisations to call on the Greater Manchester Police, Manchester City Council, and the Independent Advisory Group to retract their discriminatory policy which banned numerous individuals, including children and young adults, from attending the Caribbean Carnival of Manchester on the basis of spurious criteria including "perceived by others to be associated with a street gang".

JUSTICE's Criminal Lawyer spoke at the Centre for Justice Innovation, 'Securing Equal Diversion' workshop in March 2023 on 'Raising solicitors' awareness of youth diversion'. This was an opportunity to address practitioners, diversion experts, and police officers responsible for out of court disposals on the report's recommendations regarding the use of diversion.

The Crown Prosecution Service (CPS) commissioned a study which found that defendants from ethnic minority backgrounds were significantly more likely to be charged for a comparable offence than White British defendants. The CPS created an independent Disproportionality Advisory Group to help identify the factors causing the disparity and determine what action to take as a result. JUSTICE's Chief Executive was invited to sit as a member of this group.

We have also been engaging Travers Smith LLP to conduct pro bono research to support a follow-up piece of work looking at the experiences of ethnic minority girls and young women in the criminal justice system.

We have been engaging in the Labour Party's manifesto process to advance the report's recommendations including participating in roundtables and making submissions to the National Policy Forum consultation. We held meetings with the Liberal Democrat's Home Affairs advisor with a view to contributing to their manifesto committee and hope to hold similar meetings with Conservative Party representatives in due course.

In this financial year, the Barrow Cadbury Trust has contributed £8,350 of a three-year grant totalling £46,350 (£14,000 in 2021-22 and 2020-21; £10,000 in 2019-20) and The Blagrove Trust has contributed a £30,000 grant (£7,500 in 2021-22 and 2020-21; £15,000 in 2019-20) over the same period to support the Working Party and its implementation. Travers Smith LLP contributed £10,000 in 2019-20 and are also providing pro bono assistance to support the Working Party. Skadden, Arps, Slate, Meagher & Flom LLP have also provide pro bono assistance. The rest of the implementation work on this Working Party was funded by JUSTICE's designated funds.

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[When Things Go Wrong](#)

The When Things Go Wrong Working Party was chaired by Sir Robert Owen and published in August 2020. It made recommendations aimed at addressing the erosion of public trust in the response of the justice system to deaths giving rise to public concern.

We continue to work on implementing the recommendations from the report. We engaged with the consultation on the Covid-19 inquiry's terms of reference. Baroness Hallett's recommendations to the Prime Minister, included several recommendations put forward by us in our consultation response. These recommendations were accepted by the Prime Minister.

We have been asked to provide assistance to Hillsborough Law Now with the All-Party Parliamentary Group ("APPG") on Public Accountability, which they chair. We plan to support the work of the APPG by suggesting future topics for meetings, providing position statements, and inviting Working Party members to attend these meetings. Our suggestions and position statements will reflect the recommendations put forward in When Things Go Wrong.

This implementation work on this Working Party was funded by JUSTICE's designated funds.

The main focus of implementation over the past year has been through the Practitioners Guide to Raising Race at Inquests. Whilst we did not cover the issue of racial injustice specifically in our Working Party, we are particularly concerned about the disproportionate number of people from Black, Asian and Minority Ethnic backgrounds, particularly those of African descent, who die in contentious circumstances where the State may have played a role. Despite this, during inquests racial discrimination and bias are rarely, if ever, raised as an issue and are therefore not considered. We are working with INQUEST to produce a guide for practitioners to assist them in making submissions about the role of racism in deaths in State custody. The guide will also provide practical considerations for how to be an anti-racist advocate. We have convened an Advisory Group of inquest and discrimination practitioners, bereaved family members, academics, and race experts to assist with the guide. The Advisory Group is chaired by Professor Leslie Thomas KC. We have also been using Freedom of Information Act requests to obtain further statistical evidence which will form part of the guide.

This work will be funded by the Matrix Causes Fund, who provided a grant of £5,440 in 2021-22. We also received pro bono assistance from Skadden, Arps, Slate, Meagher & Flom LLP and Morrison Foerster LLP. The implementation work on the Working Party in this financial year was funded by JUSTICE's designated funds.

[Solving Housing Disputes](#)

The Solving Housing Disputes Working Party report, was launched in March 2020 and chaired by Andrew Arden KC.

We have continued to work towards the implementation of the report's recommendations this year. We responded to a number of Government consultations drawing on the report's recommendations, including the Levelling Up, Housing and Communities Committee's consultation on reforming the

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private rented sector, the Ministry of Justice's consultation on increasing the use of Mediation in the Civil Justice System and the Civil Justice Council Cost Consultation. As well as continuing to meet key stakeholders including in the Ministry of Justice, the Housing and Property Redress Group and the President of the First-tier Tribunal (Property Chamber). We have also been engaging in the Labour Party's manifesto process to advance the report's recommendations.

Our recommendations to remove s.21 no fault evictions has been accepted by the Government and is due to be implemented via a forthcoming Renters Reform Bill. There has also been a move towards increasing use of ADR in housing dispute cases as well as the introduction of early legal support for possession cases as well as improvements to legal aid provision in those cases. Work has continued to increase the use of cross-ticketing for housing disputes via engagement with the Housing and Property Redress Reform Group. In our housing report, we recommended that the process for raising disputes at the Ombudsman and Property Tribunal be streamlined and integrated. This work is now in train, with Judge Siobhan McGrath, President of the First Tier Property Tribunal, leading on this project to create a single point of entry for people to raise such disputes.

The implementation work on the Working Party in this financial year was funded by JUSTICE's designated funds.

[Challenging School Exclusions](#)

The Challenging School Exclusions Working Party was chaired by Professor Richard de Friend and was published in November 2019.

Following our response to the Government's review of its statutory guidance documents on exclusion and behaviour last year, JUSTICE has continued to liaise with stakeholders on the redrafted guidance and its failure to improve the information given to schools about their legal duties.

We met with the Exclusions and Alternative Provision team in the Department for Education. We pressed for the promised renewed exclusions guidance for parents to be published without delay, which was supposed to be released at the same time as the updated guidance for schools (September 2022). We also advocated for a children's guide to be produced.

We consulted local authorities on their alternative approaches to exclusions which might align with the JUSTICE report, including Kensington and Chelsea, Southwark and Derby City Council about their respective school exclusions pilots which adopt a "trauma-informed" approach to children's behaviour. We have also developed our relationship the Traveller Movement whose education policy work includes focused work on school exclusions (children of Gypsy, Roma or Irish Traveller heritage are disproportionately excluded, as are Black Caribbean children, children with SEND, and children on free school meals). We have also held meetings with the Exclusions and Alternative Provision APPG secretariat at the Centre for Social Justice, to influence their programme of work which is as yet undecided.

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We responded to the Commission on Young Lives putting forward our recommendations to reform school exclusions practices and processes to be more inclusive, which were reflected in the Commission's final report and are welcomed.

We made the important link between school exclusions and child criminal exploitation in our briefings to the shadow justice team and their end-to-end review of the criminal justice system. We have also included the recommendations as standalone points in our response to Labour's National Policy Forum consultation.

We conducted updating research on the training provided to schools on their Equality Act 2010 duties, about which the 2019 report has significant concerns. This included meeting with education and leadership charity, The Difference, who are advising the Government on the training of inclusive school leaders, to share our concerns and the Working Party recommendation for mandatory training.

Matrix Chambers supported our Working Party on Challenging School Exclusions with a £3,000 grant in 2018–19 and provided pro bono support. The Society of the Holy Child Jesus (£7,000 in 2019–20 and £5,000 in 2021–22); Peter Stebbings Memorial Charity (£2,500 2020–21); and The Schroder Charity Trust (£4,000 in 2021–22) contributed towards implementation of the report's recommendations. The rest of the implementation work on the Working Party in this financial year was funded by JUSTICE's designated funds.

[Prosecuting Sexual Offences](#)

Work towards implementing recommendations from JUSTICE's 2019 *Prosecuting Sexual Offences* report, chaired by His Honour Peter Rook KC, largely took the form of briefing work on the Online Safety Bill. The Online Safety Bill was introduced in March 2022 and sets out a framework for the regulation of online service providers. It responds to the growing concern about online harms, and the need to protect service users, especially children, from harmful and illegal content online. A number of the report's recommendations are reflected in the Bill including placing a duty on online service providers to act with regard to Child Sexual Exploitation and Abuse (CSEA) content online and promoting greater accountability by requiring service providers to produce transparency reports. We have been briefing Parliamentarians supporting these measures. We have also been advocating for the inclusion of additional measures that would advance the report's recommendations including imposing minimum transparency reporting requirements in relation to CSEA content and enhancing OFCOM's duties with regard to improving media literacy. The Bill is still progressing through the House of Lords.

In addition to the briefing work, JUSTICE gave evidence to the Justice Select Committee on the Draft Victims Bill and its implications drawing on the work of the Working Party. We also responded to the Home Office's consultation on the Extraction of Information from Electronic Devices: Draft Code of Practice issued pursuant to the Police, Crime, Sentencing and Courts Act 2022. Relying on evidence collated pursuant to our Working Party report we highlighted the process of having information extracted from a device can be extremely traumatising for victims of sexual violence and it has been cited by victims of sexual offences as a reason for being unwilling to proceed with police investigations. We therefore made recommendations which would ensure that extractions are always

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strictly necessary, proportionate, and expeditious, and take place in line with the user's informed choice. JUSTICE subsequently participated in a roundtable event with then Minister, Baroness Williams of Trafford, to further emphasise our concerns and comments regarding the draft Code.

The Dawes Trust is supported the implementation work of our Prosecuting Sexual Offences Working Party, with a two-year grant of £21,275 from October 2020. The rest of the implementation work on the Working Party in this financial year was funded by JUSTICE's designated funds.

[*Preventing Digital Exclusion from Online Justice*](#)

We continue to work on implementing recommendations from our report Preventing Digital Exclusions which was chaired by Amanda Finlay CBE.

JUSTICE has joined the AJC's Digitisation Working Group chaired by Caroline Sheppard OBE. The group will be reviewing the progress of HMCTS's reform programme and identifying areas for improvement for five discrete user groups: lay claimant/appellants, respondents (specifically government departments), judges, court/tribunal staff, and advice and support organisations. JUSTICE's focus will be on the improvements required for lay users and the advice organisations supporting them, with a focus on the Digital Support service now available from HMCTS for digitally excluded users. JUSTICE consulted with stakeholders including HMCTS lead for the Digital Support service and Support Through Court, one of the delivery partners providing the service. In addition, Fiona Rutherford sat on the recruitment panel for the lay member of the new Online Procedure Rules Committee.

This implementation work was funded by JUSTICE's designated funds.

[*Understanding Courts*](#)

We continue to promote the principles from our Understanding Courts Working Party, chaired by Sir Nicholas Blake, across all our work streams. JUSTICE lawyers also continued to attend Litigants in Person Engagement Group and to monitor developments by HMCTS.

We have been engaging with the Legal Services Board (LSB) on the issue of training for lawyers. We responded to the LSB's consultation on ongoing competence, participated in an LSB panel discussion on consumer vulnerability and met with the LSB to discuss JUSTICE's work on training for lawyers to effectively communicate with lay users.

We have also built on the work of our Working Party in Scotland. For example, we had meetings with the Scottish Court and Tribunal Service and set out our proposals for how they might reform their website to make it more accessible as part of their 2022–2023 review.

This implementation work was funded by JUSTICE's designated funds.

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[Mental Health and Fair Trials](#)

Nearly two thirds of the recommendations from our Mental Health and Fair Trials Working Party, chaired by Sir David Latham, have been put in train.

JUSTICE continued its work with Edmore Masendeke, Early-Stage Researcher and a PhD student on the DARE (Disability Advocacy Research in Europe) Project, based at the University of Leeds. The research project focuses on the communication support that is available to defendants with mental health conditions or learning disabilities during criminal proceedings in England and Ireland, including organising roundtable meetings between communications support professionals in connection with this work. The secondment has now concluded, and we await the findings.

This implementation work was funded by JUSTICE's designated funds.

[Legal Assistance in the Police Station](#)

Our first Working Party report in Scotland was published in June 2018, chaired by the Rt. Hon. Lord Eassie. It looked at the reasons for the high level of suspects waiving the right to a solicitor and the quality of advice and support provided to individuals. Despite a number of the recommendations from this report being adopted, we have since continued low levels of uptake of legal advice by suspects in police custody. Since we were successful in our application for a collaborative PhD with Professor Jacqueline Hodgson of Warwick University which will look at the treatment of suspects in police custody in Scotland last year, we recruited a PhD candidate Aura Bamber. She had to complete a masters in research methods before commencing the PhD so this project has been on pause this year and will recommence when the PhD starts in October 2023.

This implementation work was funded by JUSTICE's designated funds.

Other projects

The State of the UK: Addressing Challenges to the Rule of Law, Human Rights, and Access to Justice (Strategy themes: challenges to the courts and Constitution; effective routes of redress)

Over the past few years, the Government has pursued its legislative agenda at pace, passing a host of new laws which expand the state's powers whilst limiting its accountability and arguably conflict with the UK's obligations under the European Convention on Human Rights. Whilst many organisations, including JUSTICE, have been working on analysing and briefing parliamentarians on individual pieces of legislation, we are not aware of anyone who has taken a holistic look at what these changes, and indeed legislation over the last 10–15 years, mean for the United Kingdom's justice system and its adherence to the rule of law. With this work, we seek to offer an overarching analysis of the challenges. In our experience, law and policy makers tend to view individual pieces of legislation and policies in isolation and do not appreciate the context in which they are being made, nor the cumulative impact of the changes.

We are therefore conducting a new advocacy project that will tie together some of the key thematic issues that lie behind this trend, to take stock of the state of the UK, its adherence to the rule of law, including human rights and democratic norms. The report is due to be launched in July 2023.

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This work is supported by grants from the Joseph Rowntree Charitable Trust, and The Legal Education Foundation and is aimed at responding to proposed reforms of administrative law including judicial review and immigration and the Human Rights Act. Clifford Chance LLP provided pro bono research for this project.

Linked to this report and with a view to raising awareness of the potential threats to the rule of law from a number of different perspectives, we have held and will continue to hold a number of events (see below in relation to these).

[Remand Decision-Making in the Magistrates' Court](#)

JUSTICE continued its observational research project of remand decision-making in the magistrates' courts. The aim of this project is to better understand how magistrates and district judges make their decisions and if there are any problematic patterns of decision making in respect of remand issues and possible systemic issues, particularly around racial and gender bias.

We continued to be assisted in data collection by students at University College London, Newcastle University, Nottingham Trent University and Exeter University and lawyers at Reed Smith LLP and Skadden, Arps, Slate, Meagher & Flom LLP. By December 2022 we had over 700 data points and finished the data collection stage of the project.

The Legal Education Foundation kindly provided funding for a statistician, Dr Abby Kendrick, to analysis the data that we collected. We are now in the process of producing a joint JUSTICE and Legal Education Foundation report of our findings. We anticipate this will be followed by convening of a working party to look at the issues highlighted by the data and find solutions to them.

Reed Smith LLP have supported this work with a donation of £5,000 in this financial year and have provided pro bono research support. The rest of the work in this financial year was funded by JUSTICE's designated funds.

Delivering Administrative Justice After the Pandemic: What can we learn about digitalisation and vulnerable groups?

Heidi Bancroft, the Secretary to the AJC worked on a separate Nuffield Foundation funded research project with a group of academics from University of Westminster, University College London and London School of Economics. The research team examined the effect of rapid digitalisation on the delivery of justice, identifying the effects on access for marginalised groups and exploring how trust can be built and sustained in parts of the justice system affected by the pandemic. The project focused on Special Educational Needs (SEND) and Disability; and housing and looks at the overlap in ombudsman scheme and tribunals in four institutions: the local government and social care ombudsman and the SEND tribunal; and the housing ombudsman and the property chamber.

The University of Westminster was awarded a grant to administer this project and subcontracted Heidi Bancroft of JUSTICE to support the project through an administrative and research role, as a Research Assistant (RA). The project started in September 2021 and completed in February 2023,

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£20,153 of funding was received in this financial year (£12,681 in 2021–22). Heidi has worked with the research team to produce surveys for users of the institutions, advice service organisations and case handlers at the four institutions; conduct interviews of service users and service providers and produce two user guide videos on the pursuing of an appeal/complaint into two specific housing and SEND problems. An interim report was published on the overlap between ombudsman schemes and tribunals in the two jurisdictions and mapping the pathways to justice and the final report entitled “How has the pandemic changed the way people access justice? Digitisation and reform in the areas of housing and SEND” was published in March 2023. The report can be found [here](#).

Briefing on legislation and public consultation

JUSTICE continues to disseminate detailed submissions on relevant legislation and respond to consultations of Government, select committees and the judiciary that are relevant to our priorities. These are reasoned memoranda that include discussion of relevant law. They are designed to assist parliamentarians of all parties in scrutinising legislation and Government and other bodies in their considerations of the reform of their processes. This year has seen JUSTICE engage in a significant amount of briefing and consultation work due to the heavy legislative agenda. These bills included the Public Order Act 2023, the Bill of Rights Bill, the Retained EU Law Bill, and the Illegal Migration Bill, all of which have implications for the UK constitution, human rights and the rule of law. In addition, we responded to ten consultations, also covering a range of access to justice, rule of law and human rights issues.

We continued our briefing on the Judicial Review and Courts Act 2022, the Police Crime Sentencing and Courts Act 2022 and the Nationality and Borders Act 2022 during their final stages of ‘ping pong’ in April 2022.

In November 2021, the Government introduced over 18 pages of late-stage amendments to the Police, Crime, Sentencing and Courts Act 2022, for which JUSTICE also prepared briefings. The House of Lords rejected all but one of these amendments, but they were subsequently brought back in the form of the Public Order Act 2023. The Act creates a swathe of new criminal offences which are incredibly broad and have the potential to capture a wide range of ordinary peaceful behaviour. It also introduces further stop and search powers and Serious Disruption Prevention Orders – a type of quasi civil, quasi criminal hybrid order which could impose severe restrictions on individuals’ liberty and if breach result in imprisonment.

JUSTICE briefed parliamentarians at all stages of the Act’s passage through Parliament, raising concerns about its compliance with European Convention on Human Rights, in particular Article 10 ECHR (freedom of expression) and Article 11 ECHR (freedom of assembly and association) and the likely discriminatory impact of the measures.

We organised an in person briefing with Big Brother Watch for Peers in advance of second reading in the House of Lords, which was well attended by Labour, Liberal Democrat and Cross Bench Peers. A number of Peers who had not been planning to speak at second reading did so as a result of the briefing session. At its Lords’ Committee Stage, we have worked with peers on a cross-party basis

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to prepare and endorse several amendments, as well as preparing specific briefings on the impact of the Act on Trade Union activities, as well as on journalists and others who monitor protests and the exercise of police power.

JUSTICE was pleased to see the House of Lords vote eight times in favour of amendments which we supported at Report Stage. This meant that some of the most controversial powers could not be revived, such as the Government amendments which would have empowered the police to restrict protests pre-emptively, as well as limits on the 'reasonable excuse' defence for protest-related offences.

In the wake of a number of arrests of journalists covering protests, including LBC reporter Charlotte Lynch, JUSTICE also played a key role in preparing and advocating for an amendment which prevents the police exercising their powers to prevent journalists and legal observers monitoring protests. The Government conceded and accepted the principle of the amendment, tabling a slightly revised alternative during the Common's consideration of Lords' amendments.

However, unfortunately the Government rejected JUSTICE's proposal for a definition of "serious disruption" (core to several of the new offences). While Labour attempted to revive the original definition, this was unsuccessful during Lords' 'Ping Pong' on 14 March, losing by only 11 votes.

JUSTICE will continue to engage with Government and Parliamentarians to assess the new law's impact, after it received Royal Assent in May 2023. Furthermore, we have engaged Skadden, Arps, Slate, Meagher & Flom LLP for pro bono assistance in monitoring the implementation of the Police, Crime, Sentencing and Courts Act 2022 (including its protest restricting provisions).

Our responses over the financial year can be found at: <https://justice.org.uk/our-work/bcr/>

Our briefing and consultation work has been supported by the Joseph Rowntree Charitable Trust, with a three-year grant of £71,597, of which £28,639 has been received in this financial year, The Legal Education Foundation with a two-year grant of £70,000, with £35,000 received in this financial year and Clifford Chance LLP who donated £2,603. As well as Skadden, Arps, Slate, Meagher & Flom LLP, we have also received pro bono research assistance from Debevoise & Plimpton LLP and Weil, Gotshal & Manges LLP for this work.

Third Party Interventions

[*Nealon and Hallam v UK*](#)

We filed written submissions with the European Court of Human Rights at the end of the 2020/21 financial year, having been given permission to intervene in this long-running case concerning compensation for miscarriage of justice.

We have been notified that the case has been relinquished to the Grand Chamber and that it will be heard on 5 July 2023. We have been given the opportunity to update our submissions and are

grateful for the assistance of Gibson Dunn LLP for further research and Jodie Blackstock, Garden Court Chambers for acting as pro bono counsel.

[*Northern Ireland Attorney General Reference re Safe Zones to the UKSC*](#)

We intervened in the Supreme Court in the reference by the Northern Ireland Attorney General in respect of the Abortion Services (Safe Access Zones) Bill. We were represented by Blinne Ní Ghrálaigh KC, Tim James-Matthews and Robbie Stern (former JUSTICE Senior Legal Research Fellow) of Matrix Chambers, instructed by Raj Chada, Hodge Jones & Allen.

The Bill provides for the creation of buffer zones around abortion clinics and criminalises certain acts within those zones. The NI AG asked the Supreme Court to consider whether the offence of doing an act which influences a protected person (someone accessing treatment/ services, accompanying them or working there) within a safe zone is a proportionate interference with Article 9/10/11 rights in circumstances where the legislation does not provide for a defence of “reasonable excuse”.

JUSTICE’s intervention concerned a narrow matter of statutory construction. Our position was that the lack of an express “reasonable excuse” defence did not make the Bill incompatible with the ECHR. Numerous criminal offences applicable in Northern Ireland – and in the United Kingdom more broadly – are capable of engaging Articles 9, 10, and 11, and do not include an equivalent defence. We argued that when these rights are engaged, criminal courts are obliged under the Human Rights Act to consider whether a conviction would be a proportionate restriction on those rights, regardless of whether the offence has a “reasonable excuse” defence.

The Supreme Court handed down judgement in December 2022. We were disappointed that the Supreme Court declined to find that courts are required to undertake a proportionality exercise when deciding whether to convict in circumstances where Articles 9, 10 and/or 11 are engaged.

This finding has significant implications for the rights to freedom of conscience, expression and assembly across the UK, in circumstances where many criminal provisions engaging Article 9/10/11 rights (including those predating the Human Rights Act) do not contain an express ‘lawful excuse’ or ‘reasonable excuse’ defence.

[*U3 v SSHD \[2022\] UKSIAC SC/153/208 and SC/153/2021*](#)

JUSTICE was granted permission to intervene in the Court of Appeal in the case of U3. The case concerns deprivation of citizenship for reasons of national security, which are decided by the Special Immigration Appeals Commission (“SIAC”) on appeal from the Home Secretary’s decision. JUSTICE’s

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intervention addresses the appellate jurisdiction of SIAC, which has been interpreted differently since the decision of the Supreme Court in *Begum* [2021] UKSC 7.

SIAC found at first instance that its remit was limited to *Wednesbury* unreasonableness and errors of law, akin to judicial review. JUSTICE's intervention argues that there needs to be a meaningful appeal on grounds of fact in these appeals, in particular when the appeal is the first opportunity for the appellant to rebut the national security case against them (as was the case in *U3*).

This intervention follows on from our intervention in *Begum* as well as a number of other previous interventions concerning the jurisdiction of SIAC, including the ECHR case, *Chahal v UK*, which led to the creation of SIAC.

We filed our written submissions in February and were subsequently granted permission to make oral submissions. The case is listed in the Court of Appeal on 26 April for three days.

JUSTICE is extremely grateful for the pro bono assistance in this matter from Freshfields Bruckhaus Deringer LLP and Tom Hickman KC, George Molyneaux, and Rayan Fakhoury of Blackstone Chambers.

Administrative Justice Council

The Administrative Justice Council (AJC) was set up to ensure that the administrative justice system is more accessible, fair and effective by improving administrative decision-making, simplifying appeals, complaints procedures and redress mechanisms, and ensuring access to justice for some of the most vulnerable people in society. The AJC is funded by the Ministry of Justice (£58,163 this financial year) and Trust for London (£15,000 this financial year). JUSTICE provides office space, line management and covers any costs not covered by these grants from unrestricted funding.

In July 2021, the Administrative Justice Council appointed a new Chair, the current Senior President of Tribunals, Sir Keith Lindblom, who took over from his predecessor, Sir Ernest Ryder. It also appointed a deputy chair, Rosemary Agnew, the Scottish Public Services Ombudsman. In addition, the AJC re-elected existing members and recruited new members for the second term.

Details of the work carried out by the Administrative Justice Council can be found on their [website](#).

Events

The pandemic has been much less impactful on our ability to hold 'in person' events as the year has gone by. Towards the end of the year (and probably going forward), we made the decision to hold as many 'hybrid' events (i.e., events that can be attended either in person or online) to encourage attendance and increase accessibility to our work from across the UK and internationally. We had 1,255 people attend our events during the 2022–23 financial year. Below is a list of the free events we held, the majority of which were open to the public:

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In person:

- JUSTICE Scotland Annual Human Rights Lecture 2022, 4 May 2022
- Introducing 'Ubuntu' into Public International Law, 10 May 2022
- JUSTICE Ukraine Series: Global Financial Sanctions – their changing nature, the opportunities, and the challenges, 6 July 2022
- Improving Access to Justice for Separating Families Working Party report launch, 13 October 2022
- Democracy and the rule of law – a lecture by Dominic Grieve KC, 2 November 2022, Manchester
- Human Rights Act reform: a dangerous or welcome change? – a lecture by the Rt. Hon. Lord Dyson, 16 November 2022, Leeds
- JUSTICE Scotland Human Rights Lecture 2023, 2 February 2023

Online:

- Ukrainian Refugee Crisis: the international and domestic legal implications, 27 April 2022
- Tom Sargent Memorial Lecture 2022 with Geoffrey Robertson KC, 19 October 2022

Hybrid:

- The struggle to establish and maintain the rule of law and observance of human rights in emerging African nations: the case of Uganda, Emeritus Chief Justice Katureebe, 18 October 2022
- JUSTICE Ukraine Series: the prosecution of war crimes, 19 January 2023

We hosted our Annual Human Rights Law Conference on Friday 4 November 2022 which was held in-person for the first time in two years with hybrid tickets available for those who were not able to attend in-person. This resulted in increased income of £20,387 (£10,126 in 2021–22). This year we heard keynote addresses from Judge Tim Eicke KC, the UK's judge on the European Court of Human Rights, I. Stephanie Boyce, Past President of the Law Society of England and Wales, and HH Wendy Joseph KC. The engaging cross-party political panel discussed *constitutional reform* and included Lord Pannick KC, Elaine Motion (Chairman of Balfour and Mason, Edinburgh) Rob Behrens (Parliamentary and Health Service Ombudsman), Dominic Casciani (BBC Home and Legal correspondent)

The Human Rights Conference attracts professionals from across the legal profession. Managing it in-house means that we are able to charge a much more affordable fee and offer discounted rates to members, which gives us a more diverse audience.

We also hosted our Student Symposium: the future of human rights in the UK online on 21 March 2023. We had a keynote speech from Fiona Rutherford, as well as workshops from the JUSTICE staff on *Criminalisation Creep: hybrid orders and human rights*; *The Bill of Rights Bill*; *Brexit Bonfires and the Retained EU Law Bill*; and *The Public Order Bill: What next for protest rights?*

In addition to the above, we held member and fundraising events which are detailed in the relevant sections below and JUSTICE staff members attended and spoke at a wide range of virtual conferences and events, across the UK and in Ireland.

Development

Membership

In the 2022–23 financial year we carried out a review of our membership fees, after feedback from some Corporate members who felt the fee was too low. We have not increased our fees since 2011 so after carrying out a review where we compared existing rates against inflation, we revised our corporate membership fee structure increasing the fees to just below inflation. We also restructured from small and large firms to small, medium and large solicitors and corporates and introduced a banding for barristers' chambers based on the number of silks. We did not increase the rate for libraries and small NGOs. The new corporates fees started in October 2022, we gave Corporate members the option to delay the increase until their next financial year, recognising that their budgets may have already have been sent, two corporates have taken us up on this and one corporate decided not to renew.

We also looked at individual membership rates and whilst we were wary of increasing the rates given the current economic climate, we decided to put this to our members at our AGM. The members voted to increase the rates for all categories except students, unwaged and paralegals which is a new category that we introduced during this year. We introduced the increase for individuals in January 2023 and so far, haven't seen a drop in membership due to this.

Despite our efforts detailed below we have seen a decrease in members in 2022–23 and at the end of the financial year JUSTICE had 1,776 members (down 49, from 1,825 in 2022). Whilst the numbers have decreased, due to the new membership fees we haven't seen a decline in income and instead this has increased to £117,503 (£100,830 for 2021–22).

The decrease in numbers is much lower than in the previous financial year when we had 241 less and the decrease mainly relates to student members, who we have more of a transactional relationship with; they will join to attend an event or apply for an internship but do not always continue to engage or renew.

Our focus for 2022–23 was to continue to look at ways of growing and retaining our members with a focus on recruiting more corporate members and to expand our membership regionally. As well as reviewing our messaging and our website to demonstrate more clearly the benefits of being a JUSTICE member. We planned to hold a member event each quarter to continue our previous years engagement.

Although our overall membership numbers have decreased over the year, we have been successful at increasing the number of corporate members and have recruited three new large, one medium and two small law firms.

We started to work on expanding our membership by holding regional events in November. The first in Manchester was *Dominic Grieve KC* speaking on *Democracy and the rule of law* (42 people attended) and the second *Human Rights Act reform: a dangerous or welcome change? – a lecture by*

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the Rt. Hon. Lord Dyson was held in Leeds (59 people attended). We gained five new individual members and one corporate member from these events. We also held dinners after the events with members of key chambers and firms, the judiciary, universities and law schools, whose connections we will utilise as we continue to increase our presence in these areas. Whilst these events were not as successful in terms of new members and donations as we would have liked, we were able to meet key figures within these legal hubs who we will continue to work with to learn about the issues faced in these regions, increase engagement with JUSTICE's work and improve membership in these areas long-term. We would like to thank the Ombudsman Association, the University of Law, Leeds and DLA Piper for their support of these events.

Our Annual Human Rights Lecture in Scotland is a way to attract support for our work in Scotland and JUSTICE more generally. We held two Human Rights Lectures in Scotland within this financial year due to the first being delayed from the year before due to Covid. The first on 4 May 2022, entitled '*A light in the North? Reflections on the work of the Scottish National Taskforce for Human Rights Leadership*', was delivered by *Professor Kate O'Regan (Professor of Human Rights Law and Director of the Bonavero Institute of Human Rights, University of Oxford)*. The second on 2 February 2023 was delivered by *Edward Fitzgerald CBE KC* and attracted the highest number of in-person attendees we have ever achieved. Both were followed by dinners to re-engage supporters for our work in Scotland. Pinsent Masons LLP very generously supported both the lectures and dinners.

Despite our plan to hold a member event each quarter, we held fewer JUSTICE member events. Whilst these have been good for recruiting and retaining members in the past this does not seem to have been the case more recently, and we have therefore held less of these during 2022–23. We held our first in-person event since before the pandemic on 6 April where members got to hear from our new Chief Executive at an *In Conversation with Fiona Rutherford*, which 42 members attended. In September we held an *In Conversation with HHJ Angela Rafferty KC*, which only 22 members attended.

In September 2022, we ran our Careers in Law event again. This was a series of webinars aimed at our student members. Each day saw a new panel of speakers discussing the variety of career paths available within the law, looking at the Bar, solicitors, Government, and NGOs. The panel listed below discussed their different paths into the law and the hiring processes involved. Eighty-three members attended over the four webinars, of these twenty-one joined as new student members to attend.

• Helen Baron	• Sanchita Hosali	• Shyam Popat
• Rosalind Comyn	• David Head KC	• Rebecca Rumble
• Rachel Davies	• Charlie Loudon	• Fiona Rutherford
• Farida Elfallah	• Shanice Mahil	• Robbie Stern
• Sophie Firth	• Mannat Malhi	

We held our virtual Annual General Meeting (AGM), in October 2022, over Zoom, ensuring that members across the country could participate. Fifty members joined us to hear reports on our work and fundraising from Peter Binning, Karyl Nairn KC, Chair of the Development Board, and Professor Gillian Douglas, who reported back on our important Working Party report, *Improving Access to*

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Justice for Separating Families. The members re-elected one Board Member for another term and appointed four new Board members and seven new Council members. The AGM was followed by our annual Tom Sargant Memorial Lecture, delivered by Geoffrey Robertson KC, speaking on "Rhetoric and Reality in Free Speech Reform".

We have continued to focus on expanding our audience and reach through social and traditional media, strategic communications, and targeted messaging. On social media, we have continued to focus on LinkedIn, as a platform for professionals it is uniquely placed to spread the work of JUSTICE. We have adapted our content and style to encourage organic growth, whilst also including links to our page in our post-event emails. This has resulted in an increase of 3,177 followers over this financial year. We have taken a similar stance with Twitter where we increased our followers by 530 over the year, as well as having started to use more accessible language to encourage engagement and retweets. We had a renewed focus on traditional media this year and have seen an increase in media coverage across the broadsheets and regionally. As well as the legal press we have had articles and mentions in The Times, Guardian, The Independent, The Financial Times, The Irish and Scottish Legal News, The Manchester Word, The Voice, and The Big Issue amongst others. During the year we engaged a communications consultant who developed a communications plan for us, we have started to implement some of these recommendations for our social media and website, including updating our membership pages to make clearer the benefits of membership. We are in the process of recruiting a Head of Communications who will lead on the implementation of this plan.

Fundraising

Our fundraising plan for 2022–23 was to continue to focus on diversification of our income, our membership, our donors, our supporters, and our advocates to ensure our sustainable and continued growth. We have continued to see growth from multi-year and new grant funding from existing Trust and Foundations and as planned we have increased our core funding from Trust and Foundations, which increased by just over £28k from 2021–22.

We have been most successful at increasing our Corporate support both pro bono and financial, which increased by £99,586 in 2022–23 (2023: £174,566; 2022: £74,980), with new donations from Linklaters LLP, King & Spalding LLP and Sidley Austin LLP.

We have continued to work hard to improve the experience of our JUSTICE60, Friends and major donors. Working closely with the Development Board, especially Chair of the Development Board, Karyl Nairn KC and chair of the JUSTICE Board, Peter Binning to ensure that these donors remained engaged with JUSTICE and its impacts and felt confident to recruit others to support JUSTICE.

The hard work detailed above and below has meant that we have seen an increase in our donation income of just over 2% (£472,206 this year up from £461,305 in 2021–22). Whilst we have seen an increase in support from our Corporate supporters through donated services, our individual donations have not been as successful and we have seen a drop in general and Friends donations, as detailed below. We believe that these challenges may be due to the wider economic uncertainty, but as mentioned above we are in the process of recruiting a Head of Communications who we hope

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will be able to assist us with messaging and help us better demonstrate our impact which we hope will lead to an increase in financial support.

We had planned to recruit ten individual and two new corporate JUSTICE60 members to our giving group (a special group of supporters who individually pledge to donate £6,000 or corporately £10,000 a year for three years to JUSTICE), we are pleased to say that we hit the Corporate target with two new members joining, unfortunately we also lost three individual and one corporate member during the year who decide not to renew their support. Though we only recruited seven new individuals this is still a large increase compared to 2022 when we only had two new members overall. This sees us end the 2022–23 financial year with 50 JUSTICE60 members and an increase in donations (£313,430 2021–22 up from £287,430 2020–21).

We were pleased to be able to meet with our JUSTICE60 supporters in-person this year and held several events including a Supper Club on 18 May 2022 with The Rt Hon Robert Buckland KC as speaker. We arranged a series of meetings with JUSTICE60 prospects around the Human Rights Lecture in Scotland on 4 May. This resulted in a new member signing up. JUSTICE60 members were also invited to our 65th Anniversary Dinner (October) and Rule of Law Panel Events (January to March). Unfortunately, COVID struck again in the Spring and our last supper club of the year, scheduled for March with Julia Gillard, was cancelled, we have rescheduled this for June 2023. This was also the case for our first Major Donor dinner with Lady Hale scheduled for March which will now take place in November.

We are extremely grateful to all our JUSTICE60 members, past and present, for their continued support during one of the most difficult fundraising years in history and especially, to our loyal and hardworking Development Board Chair, Karyl Nairn KC.

JUSTICE ended the 2022–23 financial year with 117 (123 in 2021–22) Friends of JUSTICE; these are our regular donors who donate at least £240 per year and provided us with £34,592 (£36,912 for 2021–22) of unrestricted income. We held a Friends Recruitment event on 'Introducing 'Ubuntu' into Public International Law' on 10 May at Lincoln's Inn. Chaired by the Rt Honourable Lady Justice Ingrid Simler, our panel included Professor Sandra Fredman KC (Hon), Guglielmo Verdirame KC, and Dr Ndjodi Ndeunyema. Sixty-three guests attended, and though no Friends were recruited, the event generated ten individual members and donations of £145. We also held a Friends Appreciation in December where Fiona elaborated on our plans for the future, sadly only four Friends attended. We are currently considering how to engage and recruit Friends better and are planning a recruitment drive.

In October we celebrated our 65th anniversary with a fundraising dinner at The Honourable Society of Inner Temple. This brought together seventy of our supporters who purchased tickets for the dinner and made donations on the night. This resulted in £28,150 of donations.

We also hosted a series of fundraising events discussing the current threats to human rights and the rule of law in the UK. We were joined by senior retired judges, leading practitioners, parliamentarians, and academics for three evenings of debate and discussion – *Human Rights Act*

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Reform: A dangerous or welcome change?, 12 January 2023; *Current Threats to the Rule of Law in the UK*, 8 February 2023; *Parliamentary and media attacks on lawyers – a threat to the Rule of Law*, 8 March 2023. Ticket sales and donations from this event raised £9,625 of income.

JUSTICE's Development Board, chaired by Karyl Nairn KC, continued to focus on growing our fundraising pipeline for; the JUSTICE60, major and corporate donors.

We are grateful to the JUSTICE Board, Council, Development Board, JUSTICE60, Friends, Members and partners that supported us with donations and introductions throughout the year. We would not have been able to do it without their support.

Trusts and foundations and corporate support

Our income from Trusts and Foundations and corporate support has increased this year, by 37% (£431,223 up from £315,730 in 2021–22).

This year, we submitted thirty applications, which resulted in twelve new grants. We focused on repeat funding from existing funders, which resulted in us being awarded grants totalling £335,103 (with £153,918 received in this financial year) and converting restricted funding to core through improved stewardship, this increased our unrestricted funding by 47% (£100,500, up from £68,400 in 2021–22). The Development team also continued to focus on maintaining our relationships with Corporates and increasing the support we receive either in the form of monetary donations or pro bono support, this led to increased research requests from corporates than in previous years, including help with our briefings on the Bill of Rights, the Online Safety Bill and for research for our Hybrid Orders Working Party.

The work above resulted in us being awarded new grants totalling £30,000 (£15,000 received in this financial year from Trust and Foundations), as well as £90,500 in new income from Corporate supporters. Considering the continuing competitive environment, this is a significant achievement.

The grants from Trusts and Foundations and donations from Corporates are detailed below.

Restricted income increased by just over 33% to £330,723. We received new restricted grants or donations from:

- The Bromley Trust (£30k over two-years, £15k in this financial year) to support our Administrative Decision-Making Working Party.
- The Clifford Chance Foundation (£2,603) to support our briefing and consultation work.
- The Golden Bottle Trust (£1,000) to support our Administrative Decision-Making Working Party.
- The Legal Education Foundation (£70k over two-years, £35k in this financial year) to support our briefing and consultation work.
- Linklaters LLP (£51,500) to support our internship programme.
- King & Spalding LLP (£10,000) to support the function and operation of Hybrid Orders Working Party.

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- Paul Hamlyn Foundation (£120,000 over three-years, £38,815 in this financial year) to support the work on *Securing access to justice: reviewing the Windrush compensation, EU Settlement and Afghan Resettlement and Relocation Schemes*
- Sidley Austin LLP (£10,000) to support our Administrative Decision-Making Working Party.

The Barrow Cadbury Trust, Dechert LLP, the Joseph Rowntree Charitable Trust, Reed Smith LLP, abrdn Financial Fairness Trust (formerly Standard Life Foundation), the Treebeard Trust, Trust for London and the Ministry of Justice continued to support us with restricted multi-year grants on existing projects, details of which can be found in the policy section of this report ([page 8](#)).

Unrestricted support increased by just over 47% to £100,500 (£68,400 in 2021–22). We have received new unrestricted grants or donations from:

- The Allen & Overy Foundation
- The Dulverton Trust
- The Evan Cornish Foundation
- Herbert Smith Freehills LLP
- The Jolanta and Max Neufeld Charitable Trust
- Laura Kinsella Foundation
- The Leri Charitable Trust
- Simmons and Simmons Charitable Foundation
- The Society of the Holy Child Jesus
- The Stewarts Foundation

We are very grateful to the Trust and Foundations and Corporations who have supported our work during this difficult year.

Approach to fundraising

JUSTICE employs a Director of Development who oversees our Deputy Director of Development, Engagement and Communications Executive, Development Administrator and Trust and Foundation Fundraiser and takes the lead on our fundraising activities. Our main focus for fundraising is around major donors, Corporate support and grants from Trust and Foundations. We host small events throughout the year to attract potential donors. Any fundraising events are organised by our Development team. JUSTICE does not use professional fundraisers or involve commercial participators. There have been no complaints about fundraising activity this year.

Beneficiaries of our services

Our system-change approach benefits all those involved in the justice system include practising lawyers, judges, students of law and policymakers interested in the development and protection of the rule of law and human rights, and the public at large, who benefit from a robust justice system that protects their rights.

Financial review

For the year ended 31 March 2023, JUSTICE recorded a net surplus, before other recognised gains and losses, of £1,739,858 (March 2022: £84,180 deficit). Our investments did not perform as well as in 2022 and this year they made losses of £8,520 reducing our surplus to £1,731,388 (March 2022: £79,525 deficit). When we exclude income and expenditure related to the endowment, we made a surplus of £7,317 before the loss on investments. We had expected to end the year with a deficit of £38k so this is a positive position to end the year in.

Income

Income received in 2022–23 increased by 22% to £1,098,529 without the proceeds from the sale (and 218% to £2,865,780 with) (2022: £900,273). Details of how this has arisen are shown below.

Donations and legacies

The level of donations and legacies saw an increase in 2022–23 to £472,206 (2022: £461,305), this is mainly due to an increase in JUSTICE60 donations and donated services from Corporates, which is the result of the hard work of our Development team, supported by the Development Board and the generosity of our supporters.

Charitable activities

Income towards our Research and Education activities has increased for 2022–23 (2023: £451,797, 2022: £326,047), this down to the hard work of our Deputy Director of Development, Trust and Foundation Fundraiser and Development Administrator who have focused on obtaining repeat funding from existing funders and converting restricted funding to core through improved stewardship, this increased our unrestricted funding by 47%.

Membership income has increased by 17% this year to £117,503 (2022: £100,830), this is due to an increase in membership fees as detailed above under membership.

Trading activities

Income for our trading activities has increased by over 1215%. This is due to the fundraising events we have held in the year, with our 65th anniversary, the series of Rule of Law events and other major donor fundraising events.

Investments

Investment income was £9,248 (2022: £8,386). We have sought advice on our investments, and these are performing well against benchmarks. We are in the process of developing a formal investment policy and will be completing another review of these as part of this process.

Expenditure

Total expenditure in 2022–23 showed an increase of 11% without the expenditure related to sale of Carter Lane and 14% with (2023: £1,091,212 / £1,125,922 v 2022: £984,453).

Staff costs

Staff costs account for 84% of the total costs of the organisation and have increased by 12% from 2021–22. This increase relates to increases in staff training and consultancy costs related to communications consultancy and media training as well as salary increases related to inflation and reflect the saving we made on Chief Executive costs last year, where we had a gap of three months during recruitment. During the year the total average FTE headcount decreased to 15.9 (2022: 16.1), and the employed number remained at 19. Further details of staff costs and staffing levels can be found in notes 7 & 8 to the accounts and the staffing and volunteers section of this report.

Costs of generating funds

The cost of generating funds which makes up 13% of our overall expenditure, has increased this year from £107,973 to £150,378, some of this increase relates to the fundraising events held this year and our expansion of the team to increase our fundraising capabilities. These costs include fundraising salary costs, costs associated with fundraising materials and publicity expenditure plus an allocation of salary and overhead costs based on staff time attributable to the fundraising function, more details can be found in note 1 (j) of the accounts.

Endowment Fund

JUSTICE sold the freehold property in October 2022, this property in Carter Lane, was purchased as part on an appeal back in the 1990's. The sale proceeds less the related expenditure and some listed investments (Charishare) are held both as part of this expendable endowment fund. These investments form part of our reserves.

Designated Fund

Designated funds have been set aside by the Trustees to fund staff time spent on our working parties, which are not always attractive to funders but form an essential part of JUSTICE's work and the Administrative Justice Council. We have decided not to designate any funds for 2023–24, as we are hoping the working parties will be funded by Trust and Foundations or Corporate support. The costs of the AJC will be covered in full by the Ministry of Justice for 2023–24.

The charity has sufficient resources to settle its liabilities as they fall due in the foreseeable future.

The Finance Committee reviews our investments at every meeting. We have not needed to draw down on these during the year. This year our investments made a loss: the value at 31 March 2023 was £282,028, down from £290,548 at 31 March 2022.

Principal risks and uncertainties

JUSTICE's risk management strategy includes a Strategic risk register which details the external risks to JUSTICE which are identified as important but outside of our control, with the effects mitigated through response plans and management actions. Risks associated with our operations and projects continue to be managed through our operational risk register. See below for a summary of the risks covered in the Strategic risk register.

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These risks are overseen by the relevant staff members and the Finance Committee. Our Finance Committee develop assurance frameworks to test that internal controls are working properly and provide regular updates to the Board on the outcome of these.

The main strategic risks for JUSTICE are as follows.

1. **External influences:** A decline in funding and donations due to external influences such as Covid-19, Brexit or resultant economic downturn, which increases our risk of financial instability and could impact the security of our funding streams.

This risk is mitigated through: A diverse funding base which includes members, Trusts and Foundations, Corporates, JUSTICE60 donors, Friends of JUSTICE and other regular donors, which is in line with our fundraising and organisational strategy. An engaged Development Board and Chair who are focused on identifying new sources of funding. A strong reserves position to ensure sustainability, with the added security of owning the building should we need to access additional funds in the event of financial uncertainty. A regular review of our reserves policy.

Further management actions have been agreed which include: development of longer financial projections, so we are more aware of funding needs for future years in addition to the current financial year; and drawing up contingency plans to handle a cut in funding at various levels.

2. **Data breach:** Loss of data through data breach, cyber-attack, server failure or human error. Cyber-attack is now one of the largest concerns for businesses. Despite adoption of all recommended protections and processes, the changing nature of cyber-attack means that there will still be a risk, which we will be unable to completely mitigate or manage. A data breach or cyber security incident could result in legal, contractual and/or regulatory consequences, as well as reputational damage.

This risk is mitigated through: having a dedicated IT supplier who ensure that we have strong IT systems in place, Firewall and antivirus software installed, software and operating systems regularly updated with security patches, and our database and email are hosted securely in the cloud. In March 2021 we upgraded our network to SharePoint so the whole network is located offsite and hosted by Microsoft Azure. We have clear Data Protection, Data Breach and IT policies which staff are regularly reminded of, and all staff received online GDPR and cyber security training annually. We have a Cyber Essentials Plus certificate which renews annually and sees our network, policies and procedures independently audited and tested. We also have cyber security insurance in place, to insure us against an unfortunate breach.

Further management actions have been agreed which include: Develop an assurance process to ensure compliance with policies.

3. **Demonstrating impact:** As a law reform organisation working to strengthen the justice system through practical proposals for reform, it can sometimes be difficult for JUSTICE to demonstrate impact. This could lead to key funders withdrawing or significantly reducing funding, because they perceive that JUSTICE is not being effective, demonstrating impact, or is not undertaking activities that fit their funding priorities. This would increase our risk of financial instability, could impact our staff numbers and lead to a reduction in work output, with knock-on effects

for management and administrative overheads. Cutting management and administration staff would reduce the charity's capacity to regrow.

This risk is mitigated through: close liaison with key funders to ensure that we understand their expectations, share and invest them in our vision and regularly update them on our work and impact; ongoing research of alternative funding sources and; monitoring the impact of our work. We have developed a Theory of Change based on our 2021–24 Strategy, which provides detailed monitoring and evaluation methods to capture evidence of our impact.

Further management actions have been agreed which include: A review of our monitoring and evaluation indicators outlined in the Theory of Change to ensure we are accurately capturing the impact of our working party recommendations and collecting evidence for funding reports and applications; continued research into alternative forms of funding for charitable activities and; development of contingency plans to handle a cut in funding at various levels.

4. **Reputational:** Media or other organisations publish highly critical, slanderous and/or inflammatory opinions on our work, which could result in a loss of reputation for excellence and impartiality; confidence of Council members and/or members and/or donors of JUSTICE.

This risk is mitigated through: policy initiatives grounded in and supported by JUSTICE working party reports or external research findings and aligned with strategic aims; ongoing discussions with the Chief Executive, Board and other expert stakeholders for the duration of the project, with risk considered as part of these discussions; wherever possible evaluation, or at a minimum engagement, by academic partners; a communications plan in place around the operation of the project including the nature of the questions being tested and the release of any report; and a response plan has been developed which staff can follow plan to manage any reputational risk following negative media commentary.

Further management actions have been agreed which include: Maintain and develop relationships with academic partners and other experts and keep response plan under review.

Reserves policy and going concern

Both the Board and JUSTICE's supporters recognise that the organisation operates in a policy environment that requires a long-term commitment if it is to achieve its mission. Being a research and educational organisation, it is the work undertaken by JUSTICE's staff that forms JUSTICE's charitable activities. Therefore, it is the view of the Board that JUSTICE needs a reserves level that will enable it to continue to attract the highest level of legal expertise and, in so doing, meet its long-term commitments to its supporters and beneficiaries.

Each year the Board reviews the reserves policy, taking into consideration any major risks and the impact these could have on planned income and expenditure. Our current policy is that unrestricted reserves, on average are equivalent to at least six months' of running costs (c£696,000 based on our 2023–24 budget), are needed if JUSTICE is to deliver on its commitments, meet the long-term expectations of its supporters and beneficiaries, and continue to attract the highest level of legal expertise with which to do so.

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At the close of 31 March 2023, JUSTICE had £604,600 (£501,136 2021–22) in general reserves which falls short of the Board's reserves policy. JUSTICE's reserve funds are held in a mix of deposit accounts and fixed interest and equity-based common investment funds, with the aim of achieving a combination of income and capital growth.

These reserves are comprised of general unrestricted funds and endowment funds that are not the proceeds from the sale of Carter Lane (general unrestricted funds of £495,519 less tangible fixed assets of £4,245 plus our expendable endowment investments of £113,386). See note 16a of the accounts for more details.

As with most small charities the past few years have been difficult for JUSTICE, and we have been operating at a deficit leading to a decline in reserves. We are predicting another deficit budget for 2023–24 but have plans in place to increase our fundraising efforts and our reach, through a major gifts campaign, renewed focus on Trust and Foundations and recruitment of a Head of Communications. The SMT are in the process of pulling together a five-to-ten-year plan for the charity and some financial modelling to determine what we need to ensure future financial sustainability of JUSTICE.

As always, the Finance Committee and Board are monitoring our finances closely and are optimistic that we have the plans in place to meet the fundraising targets set in 2023–24 budget.

JUSTICE's Board will continue to review its reserves policy on an annual basis and will keep its investment and treasury management policy under regular review.

Plans for the future from JUSTICE Chief Executive, Fiona Rutherford

JUSTICE has another exciting but challenging year ahead.

Over the next year, we plan to cautiously seek out opportunities to invest in our capabilities with a view to being able to tackle and improve more aspects of the justice system to ensure more people are able to access justice when and where needed. Over the next five years, we are eager and are planning to become a more sustainable and impactful organisation. There is no shortage of areas where the justice system is failing individuals and where JUSTICE could and should make a positive difference.

The team and I are preparing a draft strategy for the future of JUSTICE and we look forward to engaging with a wide range of people in the development of this. In addition, we will develop our financial profiling to build awareness and confidence in what is required to deliver this strategy.

Following the sale of the building on Carter Lane, we must make a decision on office space for the JUSTICE team. We have and intend to use this as an opportunity to consider how we can best deliver the aims of the charity by having the right workforce and the right operational model. We want to become more sustainable, financially and environmentally. As mentioned last year, we are also investigating whether we can create a JUSTICE Hub, to foster innovation and encourage collaboration across the justice sector and beyond.

As such, we do not want to rush into a decision to purchase a new building, which may restrict future growth without considering all of our options. We have therefore initiated a feasibility study to understand our requirements and analyse the market. We are also interested in understanding whether we would be better off sharing space with other like-minded charities. Our Board will be considering this study, the options and our recommendation at the July meeting. We anticipate our workspace needs changing over the coming years, which is another reason for not rushing into a long-term property commitment at this stage.

For 2023–24 (and beyond) we have further diversified our planned income streams to include a major fundraising programme and we plan to: reinvigorate our JUSTICE60 (including supper clubs) and Friends; continue our events programme; introduce major donor dinners; increase income from Trust and Foundations; start up a legacy programme; and increase financial support from law firms, chambers and corporate organisations. In order to do this, we have expanded our development team, promoting Jane Collier to Deputy Director of Development, Maddy Breen to Engagement and Communications Executive and have permanently recruited Riikka Andersson and increased her hours as Trust and Foundation Fundraiser. This is in addition to Amanda Miller (our Development Director) returning to work from maternity leave last October. We are also in the process of recruiting a Head of Communications.

As mentioned in the relevant sections above two of our working parties will report in the 2023–24 financial year, *The function and operation of Hybrid Orders*, in Autumn 2023 and Outsourcing in

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Spring 2024 and we will be launching a further two working parties that are currently in scoping stage: *Administrative decision-making in prisons*, which is due to launch in June 2023 and *Transparency and a Modern Justice System*, which is due to launch in May 2023. Work will continue on our other programmes and projects to address institutional weakness, procedural deficiency and biases in the justice system. And we will continue our legislative analysis and briefing and consider if and how we might add value to legal understanding by making third party interventions. Alongside the above we will continue to follow up on past reports and policy work by capturing whether our activities and interventions have paved the way for desired outcomes.

We will use events to raise awareness and educate ourselves and others in relation to important topics and will speak and attend events hosted by others to do the same. We already have several of these events confirmed, with JUSTICE60 Supper Clubs planned with Robert Spano and Julia Gillard; a major donor dinner with Lady Hale; another series of our Rule of Law fundraising events; and the related report (The State of the Rule of Law, Human Rights, and Access to Justice in the UK) to these events due to launch in July; The Windrush Compensation Scheme (to coincide with Windrush day), launch events for our Remand Decision Making Statistical Analysis Report and A Practitioner's Guide to Racism and State Related Deaths; our Human Rights Conference and the Tom Sargant Memorial Lecture, alongside many more that are still in the planning stages.

After much careful consideration, the Board has decided that we can no longer continue to fund the secretariat function to the Administrative Justice Council (AJC). In parallel, the Ministry of Justice has decided that the AJC should align more closely with the Civil Justice Council and the Family Justice Council and be delivered through the Judicial Office. The Ministry of Justice (together with Judicial Office) are leading on this transition, and we have offered support where possible.

Our regional expansion work continues and alongside plans to strengthen ties across the UK, we have events planned in Cardiff and Northern Ireland, alongside our Annual Human Rights Lecture in Edinburgh.

Finally, I would like to thank our members, Friends, donors, funders, Development Board (particularly our Chair), Council, Board and, of course, the fabulous team that makes up the JUSTICE staff, for all of their support, without which none of the work in this report would be possible. I very much look forward to working with you all in the year ahead as JUSTICE continues to evolve, to further improve the justice system and the many millions we seek to help.

Structure, governance and management

Staffing and volunteers

JUSTICE has a small permanent staff team, which is supported throughout the year by interns and fellows. We have benefited this financial year from funding from Linklaters LLP to support two full-time six-month legal fellowships and from the Paul Hamlyn Foundation who provided funding for six-month fellowships for our immigration work.

Our permanent staff complement at the end of March 2022 was 17 with eleven full-time and six part-time employees, this full-time equivalent (Note 8) is 19 when we include staff who have left within the year and our Legal Interns. We are proud to pay all our three-month interns the London Living Wage and to be a registered London Living Wage Employer. All our six-month fellows are recruited on our salary scale to reflect the impact of inflation.

The volume of work detailed above would not be possible without all those who volunteered their services to JUSTICE. We would like to extend our thanks to the many eminent lawyers, judges, academics, NGOs, Parliamentarians, officials, politicians and individuals with lived experience, who have contributed to our reports, our conferences and seminars, and helped us to raise the profile of JUSTICE's purpose and work over the last year.

Governance

The organisation is a charitable company limited by guarantee, incorporated on 26 June 1996 and registered as a charity on 10 October 1996.

The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association. In 2015, we amended our memorandum of association and regulations so that members of JUSTICE are members of the Company of JUSTICE, and are able to be elected, directly to the JUSTICE Board.

JUSTICE Council

The JUSTICE Council is an advisory body to the Board and is asked to:

- evaluate JUSTICE's work and provide suggestions for the future direction of JUSTICE's work;
- advise on JUSTICE policy with respect to challenging issues of the day;
- assist JUSTICE staff by providing contacts, for example, for the purposes of advancing policy work, fundraising and profile raising; and
- be part of a network of support for JUSTICE and its staff.

JUSTICE Board

JUSTICE Board Members are elected from individual members of JUSTICE and are Directors of the Charity for the purposes of the Companies Act and the charity trustees as defined by section 177 of the Charities Act and are referred to as Board members throughout this report.

All Board Members give their time voluntarily and receive no benefits from the charity.

The present Board Members and any previous Board Members for this financial year are listed on page 1 of this report.

The JUSTICE Board is responsible for the overall governance of JUSTICE. There must be a minimum of three members and a maximum of fifteen, we currently have thirteen in post. The Board meet at least four times per year, where they consider overall strategy, operational performance, and the financial situation.

The Chief Executive of JUSTICE, Fiona Rutherford, works closely with the Board, meeting regularly with the Chair of the Board, Peter Binning, and consulting other Board members as required.

JUSTICE is managed on a daily basis by the Senior Management Team, comprised during this year of Stephanie Needleman, Legal Director; Samantha Burrridge, Director of Operations; and Amanda Miller, Director of Development, maternity cover provided by Jane Collier, Interim Director of Development and is headed up by the Chief Executive, Fiona Rutherford. Samantha Burrridge meets regularly with the Treasurer, Rachel Sexton, to review and discuss financial reports.

Appointment of Board Members

JUSTICE generally recruits Board members from within our membership. In order to be appointed to the Board, you need to be a JUSTICE member and be nominated by two members of JUSTICE, nominations being made in writing to the Chief Executive at least seven days before the Annual General Meeting. Board members have the power to appoint any person at any time to the Board to fill a vacancy, although this person will stand down and be re-elected at the next Annual General Meeting.

The Chair of the Board is nominated by the Board and subject to the approval of the members at the AGM.

In line with the recommendations of the UK Charity Governance Review 2016. Board members can only serve for two three-year terms and the Chair for one term, of four years.

Trustees' annual report

For the year ended 31 March 2023

Board Members induction and training

All new Board Members are inducted by the JUSTICE Chief Executive, invited to meet with JUSTICE staff, and are provided with an induction pack which includes the Charity Commission guidance on the responsibilities of Trustees, the Charity Governance Code and copies of JUSTICE's Articles of Association, Regulations, latest strategy, annual review, accounts and organisational structure.

All staff and Board members are offered the opportunity to pair up, with the Board member providing mentoring to the staff member. This has proved valuable to both the staff and Board member.

All Board Members are encouraged to attend training sessions offered by our Auditor on the roles and responsibilities of Trustees and the dates of these training sessions are circulated on a regular basis.

Finance Committee

JUSTICE'S Finance Committee is usually made up of JUSTICE Board Members, although membership of the Committee is also open to members of JUSTICE. The members in 2022–23 were:

Rachel Sexton (Treasurer), Peter Binning (Chair of the JUSTICE Board), Nick Benson, Manu Duggal (until July 2022) and Christina Liciaga (until October 2022), Alastair Livesey, Kate Saunders and David Stern.

The Finance Committee met four times in 2022–23. Meetings were also attended by the JUSTICE Chief Executive and Director of Operations.

The Finance Committee's role is to:

- review the detailed draft annual budget and recommend its approval to the Board;
- monitor in-year financial performance via receipt of the monthly management accounts and monitor the overall financial position via regular cash and investment reports;
- review the statutory accounts and Trustees' annual report and recommend them to the Board;
- review and act upon, where appropriate, the findings from the annual audit as detailed in the post audit report;
- review the relationship with the auditor and ensure that independence and objectivity is maintained;
- review and maintain an up to date risk register;
- ensure organisational policies that are important to the financial health of the charity are relevant and up to date (e.g., reserves, trading, whistleblowing, disaster recovery policies);
- act as a sounding board and provide advice and guidance to the Chief Executive and Director of Operations in meeting their responsibilities; and
- monitor the performance of the finance department and discuss and review any proposals for significant structural and operational changes.

Remuneration policy for key management personnel

JUSTICE is committed to ensuring a proper balance between: (i) paying our staff and others who work for us fairly so that we attract and retain the best people for the job, and (ii) careful management of our charity funds. In so doing, we will ensure the greatest effectiveness in delivering our charitable objectives and meeting the needs of our beneficiaries.

JUSTICE's Remuneration Committee is a Committee of the Board of trustees and reports directly to the Board, it comprises of the Chair, Treasurer and the Senior Independent Director of JUSTICE.

Formal consideration of remuneration matters takes place annually, usually ahead of the Finance Committee's February/March meeting. However, remuneration matters may also be considered at other meetings if ad hoc issues arise during the year. The Chief Executive attends Committee meetings but leaves when his/her remuneration is discussed.

The annual formal considerations of the Finance Committee are to:

- consider and recommend to the Board any cost-of-living increases usually from 1 April annually which may be applicable to all staff.
- ensure that remuneration is set at a level which is appropriate for a charity that wishes to pay sufficient, to attract, retain and motivate senior managers of the necessary quality and calibre to run the charity successfully in the long-term interests of present and future beneficiaries.
- recommend to the Board the level of investment in the professional development and growth of the Chief Executive and other members of the Senior Management Team ensuring these recommendations are compatible with the training policy of the charity and are timed to feed into the budget planning cycle.
- ensure that the remuneration policy, names of members of the Remuneration Committee and outline details of remuneration are available to the general public through publications such as the trustees annual report.
- ensure there are adequate processes for reviewing the work of the Chief Executive and other members of the Senior Management Team. (Note the Remuneration Committee is not expected to carry out these reviews but to ensure these processes are in place).
- commission (either from internal professionals or external specialists) and consider regularly data gathered on salaries for comparable posts in similar organisations in the voluntary and other sectors.
- take advice from the Chief Executive, Director of Operations and independent consultants, as appropriate, on the discharge of the above responsibilities.
- take professional advice on employment issues as and when necessary.
- discuss any other relevant issue and make recommendations to the Board.

The Remuneration Committee does not have fully delegated authority in these matters and any recommendations or decisions must be ratified by the Board prior to implementation.

Statement of responsibilities of Board Members

JUSTICE Board Members (who are also directors of JUSTICE for the purposes of company law and the charity trustees as defined by section 177 of the Charities Act 2011) 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 Board 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 Board 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 and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

Board Members 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, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). 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 Board are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The Board has 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.

The Board are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at March 2023 was 1,776 (2022: 1,825). The Board are members of the charity, but this entitles them only to voting rights. The Board have no beneficial interest in the charity.

JUSTICE

Trustees' annual report

For the year ended 31 March 2023

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The Trustees' annual report has been approved by the Board on 12 July 2023 and signed on their behalf by

Rachel Sexton
Board Member and Treasurer

Independent auditor's report

To the members of

JUSTICE

Opinion

We have audited the financial statements of JUSTICE (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2023 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
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended)

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 Auditor's 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 UK, including the FRC'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 JUSTICE'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.

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's 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.

Opinions 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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the 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' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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 directors 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' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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 auditor's 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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;

Independent auditor's report

To the members of

JUSTICE

- 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 related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report

To the members of

JUSTICE

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 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. 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 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Joanna Pittman (Senior statutory auditor)

19 July 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

JUSTICE

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

For the year ended 31 March 2023

	Note	Endowment Fund £	Restricted Funds £	Unrestricted Funds £	2023 Total £	Endowment Fund £	Restricted Funds £	Unrestricted Funds £	2022 Total £
Income from:									
Donations and legacies	2	–	–	472,206	472,206	–	15,000	446,305	461,305
Charitable activities									
Research and education	3	–	330,723	121,074	451,797	–	247,330	78,717	326,047
Membership	3	–	–	117,503	117,503	–	–	100,830	100,830
Other trading activities									
Fundraising		–	–	47,775	47,775	–	–	3,632	3,632
Rental income		–	–	–	–	–	–	73	73
Investments		–	–	9,248	9,248	–	–	8,386	8,386
Profit on disposal of building	4	1,767,251	–	–	1,767,251	–	–	–	–
Total income		1,767,251	330,723	767,806	2,865,780	–	262,330	637,943	900,273
Expenditure on:									
Raising funds		7,220	–	143,158	150,378	698	–	107,275	107,973
Charitable activities									
Research and education		25,415	334,062	577,531	937,008	2,903	337,976	478,518	819,397
Membership		2,075	–	36,461	38,536	378	–	56,705	57,083
Total expenditure	5a	34,710	334,062	757,150	1,125,922	3,979	337,976	642,498	984,453
Net (expenditure) / income before investments		1,732,541	(3,339)	10,656	1,739,858	(3,979)	(75,646)	(4,555)	(84,180)
Net gain / (loss) on investments		(1,204)	–	(7,316)	(8,520)	8,065	–	(3,410)	4,655
Net income / (expenditure) for the year	6	1,731,337	(3,339)	3,340	1,731,338	4,086	(75,646)	(7,965)	(79,525)
Transfers between funds		–	791	(791)	–	–	59,898	(59,898)	–
Net movement in funds		1,731,337	(2,548)	2,549	1,731,338	4,086	(15,748)	(67,863)	(79,525)
Reconciliation of funds:									
Total funds brought forward		420,939	1,900	492,970	915,809	416,853	17,648	560,833	995,334
Total funds carried forward		2,152,276	(648)	495,519	2,647,147	420,939	1,900	492,970	915,809

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 to the financial statements.

JUSTICE

Balance sheet

Company no. 3216897

As at 31 March 2023

	Note	Endowment £	Restricted £	Unrestricted £	2023 £	Endowment £	Restricted £	Unrestricted £	2022 £
Fixed assets:									
Tangible assets	11	–	–	4,245	4,245	306,349	–	7,121	313,470
Investments	12	113,386	–	168,642	282,028	114,590	–	175,958	290,548
		<u>113,386</u>	<u>–</u>	<u>172,887</u>	286,273	<u>420,939</u>	<u>–</u>	<u>183,079</u>	<u>604,018</u>
Current assets:									
Debtors	13	–	–	71,050	71,050	–	–	53,996	53,996
Cash at bank and in hand		238,880	(648)	332,420	570,652	–	1,900	326,076	327,976
Short term deposits		<u>1,800,010</u>	<u>–</u>	<u>–</u>	1,800,010	<u>–</u>	<u>–</u>	<u>–</u>	<u>–</u>
		<u>2,038,890</u>	<u>(648)</u>	<u>403,470</u>	2,441,712	<u>–</u>	<u>1,900</u>	<u>380,072</u>	<u>381,972</u>
Liabilities:									
Creditors: amounts falling due within one year	14	–	–	80,838	80,838	–	–	70,181	70,181
		<u>2,038,890</u>	<u>(648)</u>	<u>322,632</u>	2,360,874	<u>–</u>	<u>1,900</u>	<u>309,891</u>	<u>311,791</u>
Net current assets									
		<u>2,038,890</u>	<u>(648)</u>	<u>322,632</u>	2,360,874	<u>–</u>	<u>1,900</u>	<u>309,891</u>	<u>311,791</u>
Total net assets		<u>2,152,276</u>	<u>(648)</u>	<u>495,519</u>	2,647,147	<u>420,939</u>	<u>1,900</u>	<u>492,970</u>	<u>915,809</u>
The funds of the charity:	16a								
Endowment fund		2,152,276	–	–	2,152,276	420,939	–	–	420,939
Restricted funds									
Restricted funds in surplus		–	34,371	–	34,371	–	27,605	–	27,605
Restricted funds in deficit		<u>–</u>	<u>(35,019)</u>	<u>–</u>	(35,019)	<u>–</u>	<u>(25,705)</u>	<u>–</u>	<u>(25,705)</u>
Total restricted funds		<u>–</u>	<u>(648)</u>	<u>–</u>	(648)	<u>–</u>	<u>1,900</u>	<u>–</u>	<u>1,900</u>
Unrestricted funds									
Designated funds		–	–	–	–	–	–	90,304	90,304
General funds		<u>–</u>	<u>–</u>	<u>495,519</u>	495,519	<u>–</u>	<u>–</u>	<u>402,666</u>	<u>402,666</u>
Total unrestricted funds		<u>–</u>	<u>–</u>	<u>495,519</u>	495,519	<u>–</u>	<u>–</u>	<u>492,970</u>	<u>492,970</u>
Total charity funds		<u>2,152,276</u>	<u>(648)</u>	<u>495,519</u>	2,647,147	<u>420,939</u>	<u>1,900</u>	<u>492,970</u>	<u>915,809</u>

Approved by the trustees on 12 July 2023 and signed on their behalf by

Rachel Sexton
Treasurer

Peter Binning
Chair of the JUSTICE Board

JUSTICE

Statement of cash flows

For the year ended 31 March 2023

Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2023 £	2022 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	1,731,338	(79,525)
Depreciation charges	10,680	14,659
(Gains)/losses on investments	8,520	(4,655)
Dividends, interest and rent from investments	(9,248)	(8,386)
Loss/(profit) on the sale of fixed assets	(1,767,251)	–
(Increase)/decrease in debtors	(17,054)	(23,773)
Increase/(decrease) in creditors	10,657	(8,907)
Net cash provided by / (used in) operating activities	(32,358)	(110,587)

	2023 £	2022 £
Cash flows from operating activities		
Net cash provided by operating activities	(32,358)	(110,587)
Cash flows from investing activities:		
Transfers to short term deposit accounts	(1,800,010)	–
Dividends, interest and rents from investments	9,248	8,386
Purchase of fixed assets	(7,804)	(3,240)
Proceeds from the sale of fixed assets	2,073,600	–
Net cash provided by investing activities	275,034	5,146
Change in cash and cash equivalents in the year	242,676	(105,441)
Cash and cash equivalents at the beginning of the year	327,976	433,417
Cash and cash equivalents at the end of the year	570,652	327,976

1 Accounting policies

a) Statutory information

JUSTICE is a charitable company limited by guarantee and is incorporated in United Kingdom.

The registered office address is 2nd Floor Lincoln House, 296–302 High Holborn, London, WC1V 7JH

b) Basis of preparation

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

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Tax recoverable under the gift aid scheme is recognised when receivable to align with the original donation.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Income received for seminars and other similar events, including income received to sponsor events, is recognised in the statement of financial activities in the period the event takes place.

Subscription income from members is credited to the statement of financial activities when received.

Rental income is credited to the statement of financial activities in the period in which it is related to.

1 Accounting policies (continued)

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Endowment funds are amounts raised through an appeal for charitable purposes which may be retained to produce an income for the charity or may be spent on premises, equipment and development at the discretion of the Board of Trustees.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other income received or generated for the charitable purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of Research and education and Membership undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies (continued)

j) Allocation of support costs

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

	2023	2022
● Research and education	63%	62%
● Membership	5%	8%
● Support costs	11%	12%
● Governance costs	3%	3%
● Fundraising	18%	15%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity

● Research and education	73%
● Membership	7%
● Fundraising	20%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

● Computer equipment	– 25% straight line
● Database	– 20% straight line
● Freehold buildings	– 1% straight line

The useful economic life of the freehold buildings is in excess of 50 years but as the value of the building is not impaired below its carrying amount, no adjustments have been made. The value of land is not known and it is not separately accounted for; instead, the freehold property, including land, is depreciated over 100 years.

l) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

1 Accounting policies (continued)

m) Debtors

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

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

o) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

p) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

q) Financial instruments

The charity 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Notes to the financial statements

For the year ended 31 March 2023

2 Donations and legacies

	Restricted £	Unrestricted £	2023 Total £	Restricted £	Unrestricted £	2022 Total £
General Donations	–	95,455	95,455	15,000	102,292	117,292
Friends	–	34,592	34,592	–	36,912	36,912
JUSTICE60 Donations	–	313,430	313,430	–	287,430	287,430
Legacies	–	2,500	2,500	–	1,000	1,000
Donated services	–	26,229	26,229	–	18,671	18,671
	–	472,206	472,206	15,000	446,305	461,305

A number of Law Firms support the work of JUSTICE. This financial year we have recognised donated services from:

- Allen & Overy who hosted our Human Rights Conference.
- Charles Russell Speechlys LLP who provided office space.
- Cloisters who provided office space.
- Dechert LLP who provided governance advice on review of our charitable objectives.
- Farrer and Co who hosted two of our Rule of Law fundraising events.
- Freshfields Bruckhaus Deringer, who provided Human Resources support and office space.
- Gibson, Dunn & Crutcher UK LLP who hosted one of our Rule of Law fundraising events.
- Linklaters LLP who provided support relating to the sale of Carter Lane and office space.
- Reed Smith who provided office space.
- Shearman & Sterling LLP who provided office space.

JUSTICE

Notes to the financial statements

For the year ended 31 March 2023

3 Income from charitable activities

	Restricted	Unrestricted	2023 Total	Restricted	Unrestricted	2022 Total
	£	£	£	£	£	£
Trust and Foundations						
Existing / previous funders:						
The Alexander Mosley Charitable Trust	-	-	-	-	25,000	25,000
The Barrow Cadbury Trust	8,350	-	8,350	14,000	-	14,000
The Blagrave Trust	-	-	-	7,500	400	7,900
The Clifford Chance Foundation	2,603	-	2,603	4,328	-	4,328
The Dawes Trust	-	-	-	8,218	-	8,218
Doughty Street Chambers Supported Causes Fund	-	5,000	5,000	-	5,000	5,000
The Dulverton Trust	-	35,000	35,000	-	-	-
The Evan Cornish Foundation	-	10,000	10,000	-	-	-
The Golden Bottle Trust	1,000	-	1,000	-	1,000	1,000
The Jolanta and Max Neufeld Charitable Trust	-	5,000	5,000	-	5,000	5,000
Joseph Rowntree Charitable Trust	28,639	-	28,639	23,864	-	23,864
Laura Kinsella Foundation	-	1,000	1,000	-	1,000	1,000
Legal Education Foundation	35,000	-	35,000	-	-	-
The Leri Charitable Trust	-	15,000	15,000	-	10,000	10,000
Matrix Causes Fund	-	-	-	5,440	-	5,440
Paul Hamlyn	38,815	-	38,815	-	-	-
The Schroder Charity Trust	-	-	-	4,000	-	4,000
Simmons and Simmons Charitable Foundation	-	4,500	4,500	-	-	-
abrdn Financial Fairness Trust	5,000	-	5,000	45,000	-	45,000
The Stewarts Foundation	-	6,000	6,000	-	6,000	6,000
Therium Access	-	-	-	30,000	-	30,000
Treebeard Trust	25,000	-	25,000	25,000	-	25,000
Trust for London	15,750	-	15,750	15,000	-	15,000
The 29th May 1961 Charitable Trust	-	-	-	5,000	-	5,000
New funders:						
The Bromley Trust	15,000	-	15,000	-	-	-
Other:						
Existing / previous funders						
Allen and Overy Foundation	-	10,000	10,000	-	10,000	10,000
Blackrock	-	-	-	4,799	-	4,799
Dechert LLP	750	-	750	5,000	-	5,000
Herbert Smith Freehills LLP	-	3,000	3,000	-	-	-
Hogan Lovells International LLP	-	-	-	2,500	-	2,500
Ministry of Justice	58,163	-	58,163	20,000	-	20,000
Reed Smith LLP	5,000	-	5,000	-	5,000	5,000
Simmons & Simmons LLP	-	-	-	10,000	-	10,000
Society of the Holy Child Jesus	-	5,000	5,000	5,000	-	5,000
University of Kent	9,737	-	9,737	-	-	-
University of Westminster	10,416	-	10,416	12,681	-	12,681
New funders:						
Linklaters LLP	51,500	1,000	52,500	-	-	-
King & Spalding LLP	10,000	-	10,000	-	-	-
Sidley Austin LLP	10,000	-	10,000	-	-	-
Education:						
Conferences	-	20,387	20,387	-	10,126	10,126
Publications	-	187	187	-	191	191
Other	-	-	-	-	-	-
Sub-total for research and education	330,723	121,074	451,797	247,330	78,717	326,047
Membership	-	117,503	117,503	-	100,830	100,830
Sub-total for membership	-	117,503	117,503	-	100,830	100,830
Total income from charitable activities	330,723	238,577	569,300	247,330	179,547	426,877

4 Other Income

	2023				2022			
	Endowment Fund £	Restricted £	Unrestricted £	Total £	Endowment Fund £	Restricted £	Unrestricted £	Total £
Gain on disposal of property	1767251	-	-	1,767,251	-	-	-	-
	<u>1,767,251</u>	<u>-</u>	<u>-</u>	<u>1,767,251</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

JUSTICE sold its freehold property in Carter Lane, in October 2022. This property was purchased as part on an appeal back in the 1990's and was held as part of our endowment fund. Since the building was sold, we have been renting a few temporary desks from another charity whilst we decide how best to use the proceeds from the sale. During this time we have learnt the importance of having space for our staff to work together whilst maintaining flexible working so we know we do need some form of office space.

As the building was purchased as part of an appeal, we feel its right to fully consider all options and this is not a decision the Board is taking lightly. We are commissioning a number of experts to advise us and the senior management team on our options and we hope to have a decision on this by the summer. In the meantime, the funds have been deposited in high interest accounts so that we can receive some income on these.

JUSTICE

Notes to the financial statements

For the year ended 31 March 2023

5a Analysis of expenditure (current year)

	Charitable activities						
	Cost of raising funds £	Research & education £	Membership £	Governance costs £	Support costs £	2023 Total £	2022 Total £
Staff costs (Note 7)	90,295	757,639	25,082	15,049	55,180	943,245	843,769
Costs associated with sale of premises*	8,713	30,494	2,420	1,452	5,324	48,403	–
Premises costs	2,822	9,876	784	470	1,724	15,676	39,190
Office costs	8,448	56,349	2,347	1,408	5,163	73,715	73,275
Publications/printing/design	–	–	–	–	–	–	–
Training, seminars and conferences	–	2,441	–	–	–	2,441	39
Fundraising costs	18,046	–	322	–	–	18,368	3,371
Professional fees	–	–	–	9,828	–	9,828	8,550
Depreciation	1,922	6,729	534	320	1,175	10,680	14,659
Other costs	–	–	–	3,566	–	3,566	1,600
	130,246	863,528	31,489	32,093	68,566	1,125,922	984,453
Support costs	13,713	50,053	4,800	–	(68,566)	–	–
Governance costs	6,419	23,427	2,247	(32,093)	–	–	–
Total expenditure 2023	150,378	937,008	38,536	–	–	1,125,922	
Total expenditure 2022	98,223	794,299	57,083	–	–		984,453

*Costs associated with the sale is made up of £34,710 of direct costs and £13,693 of donated services related to legal advice.

JUSTICE

Notes to the financial statements

For the year ended 31 March 2023

5b Analysis of expenditure (prior year)

	Charitable activities					2022
	Cost of raising funds £	Research & education £	Membership £	Governance costs £	Support costs £	Total £
Staff costs (Note 7)	73,586	657,350	39,246	14,717	58,870	843,769
Premises costs	5,878	24,297	3,135	1,176	4,704	39,190
Office costs	6,543	56,930	3,409	1,279	5,114	73,275
Publications/printing/design	–	–	–	–	–	–
Training, seminars and conferences	–	39	–	–	–	39
Fundraising costs	3,071	–	300	–	–	3,371
Professional fees	–	–	–	8,550	–	8,550
Depreciation	2,199	9,089	1,172	440	1,759	14,659
Other costs	–	–	–	1,600	–	1,600
	91,277	747,705	47,262	27,762	70,447	984,453
Support costs	11,976	51,426	7,045	–	(70,447)	–
Governance costs	4,720	20,266	2,776	(27,762)	–	–
Total expenditure 2022	98,223	794,299	57,083	–	–	984,453

Notes to the financial statements

For the year ended 31 March 2023

6 Net income / (expenditure) for the year

This is stated after charging / crediting:

	2023 £	2022 £
Depreciation charge for the year	10,680	14,659
Auditor's remuneration (excluding VAT): Audit services	<u>8,190</u>	<u>7,125</u>

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	780,512	678,376
Social security costs	82,072	67,136
Employer's contribution to defined contribution pension schemes	73,538	65,253
Redundancy and termination costs	–	–
Salary Admin (re: childcare vouchers)	–	–
Staff training/practising certificate	3,870	2,301
Consultancy	2,058	1,950
Staff recruitment	1,195	28,753
	<u>943,245</u>	<u>843,769</u>

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2023 No.	2022 No.
£60,000 – £69,999	2	1
£80,000 – £89,999	–	–
£90,000 – £99,999	–	–
£100,000 – £109,999	–	–
£110,000 – £119,999	1	–

The total employee benefits including pension contributions and employer's national insurance of the key management personnel were £395,270 (2022: £282,945).

The charity Board members were not paid nor received any other benefits from employment with the charity in the year (2022: £nil). No Board member received payment for professional or other services supplied to the charity (2022: £nil).

Notes to the financial statements

For the year ended 31 March 2023

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2023 Employed No.	2023 FTE No.	2022 Employed No.	2022 FTE No.
Raising funds	3.4	2.9	2.8	2.4
Research and education	11.9	9.9	11.7	9.9
Membership	1.1	0.9	1.6	1.3
Support	2.1	1.7	2.2	1.9
Governance	0.5	0.5	0.7	0.6
	19.0	15.9	19.0	16.1

9 Related party transactions

Aggregate unrestricted donations from related parties were £77,365 (2022: £30,675).

There are no other related party transactions to disclose for either year.

10 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

11 Tangible fixed assets

	Freehold property £	Database £	IT Equipment £	Total £
Cost or valuation				
At the start of the year	397,862	25,180	49,716	472,758
Additions in year	–	–	7,804	7,804
Disposals	(397,862)	–	(10,548)	(408,410)
At the end of the year	–	25,180	46,972	72,152
Depreciation				
At the start of the year	91,513	25,180	42,595	159,288
Charge for the year	–	–	10,680	10,680
Disposals	(91,513)	–	(10,548)	(102,061)
At the end of the year	–	25,180	42,727	67,907
Net book value				
At the end of the year	–	–	4,245	4,245
At the start of the year	306,349	–	7,121	313,470

All of the above assets are used for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2023

12 Listed investments

	2023 £	2022 £
Fair value at the start of the year	290,548	285,893
Additions at cost	–	–
Net gain / (loss) on change in fair value	(8,520)	4,655
	<u>282,028</u>	<u>290,548</u>
Fair value at the end of the year	<u>282,028</u>	<u>290,548</u>

Investments comprise:

	2023 £	2022 £
UK Common investment funds	282,028	290,548
	<u>282,028</u>	<u>290,548</u>

Investments representing over 5% by value of the portfolio comprise:

	2023 £	2022 £
CCLA COIF Fixed Interest Fund	102,700	109,288
Charishare Common Investment Fund	179,328	181,260
	<u>282,028</u>	<u>290,548</u>

13 Debtors

	2023 £	2022 £
Other debtors	49,000	32,770
Prepayments	8,606	10,304
Accrued income	13,444	10,922
	<u>71,050</u>	<u>53,996</u>

14 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	1,981	7,586
Rent received in advance	–	–
Taxation and social security	23,031	21,278
Pension contributions payable	7,468	6,586
Accruals	48,358	34,731
	<u>80,838</u>	<u>70,181</u>

Notes to the financial statements

For the year ended 31 March 2023

15a Movements in funds (current year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2023 £
Endowment fund	420,939	1,767,251	(35,914)	–	2,152,276
Restricted funds:					
Administrative Justice Council	–	73,913	(73,610)	–	303
Administrative Decision Making Working Party	–	26,000	(6,303)	–	19,697
Challenging school exclusions Working Party	4,039	–	(4,039)	–	–
Defending the rule of law, access to justice and human rights	(14,691)	66,242	(86,570)	–	(35,019)
Delivering Administrative Justice After the Pandemic: What can we learn about digitalisation and vulnerable groups?	–	20,153	(20,153)	–	–
The function and operation of Hybrid Orders Working Party	–	10,000	(10,000)	–	–
Improving Access to Justice for Separating Families Working Party	(1,873)	25,000	(23,127)	–	–
Intern funding	–	51,500	(51,500)	–	–
Prosecuting Sexual Offences Working Party	5,583	–	(5,583)	–	–
Outsourcing Working Party	6,265	–	(6,265)	–	–
Race and state related deaths	5,440	–	(4,973)	–	467
Reforming Benefits Decision-Making Working Party	6,278	5,000	(9,088)	–	2,190
Remand Decision-Making in the Magistrates' Court	–	5,000	(5,000)	–	–
Tackling Racial Injustice Working Party	(9,141)	8,350	–	791	–
Windrush Working Group	–	39,565	(27,851)	–	11,714
Total restricted funds	1,900	330,723	(334,062)	791	(648)
Unrestricted funds:					
Designated funds – Administrative Justice Council	25,000	–	–	(25,000)	–
Designated fund – Working Parties	65,304	–	(127,606)	62,302	–
Total designated funds	90,304	–	(127,606)	37,302	–
General funds	402,666	760,490	(629,544)	(38,093)	495,519
Total unrestricted funds	492,970	760,490	(757,150)	(791)	495,519
Total funds	915,809	2,858,464	(1,127,126)	–	2,647,147

The narrative to explain the purpose of each fund is given at the foot of the note below.

Notes to the financial statements

For the year ended 31 March 2023

15b Movements in funds (prior year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Endowment fund	416,853	8,065	(3,979)	–	420,939
Restricted funds:					
Administrative Justice Council	–	35,000	(51,342)	16,342	–
Administrative Justice Council Intern	283	–	(283)	–	–
Capital Campaign	5,000	–	(5,000)	–	–
Challenging school exclusions Working Party	–	9,000	(4,961)	–	4,039
Defending the rule of law, access to justice and human rights	(9,364)	23,864	(29,191)	–	(14,691)
Delivering Administrative Justice After the Pandemic: What can we learn about digitalisation and vulnerable groups?	–	12,681	(12,681)	–	–
Immigration and Asylum	4,916	–	(8,221)	3,305	–
Improving Access to Justice for Separating Families Working Party	–	29,328	(31,201)	–	(1,873)
Intern funding	32,914	–	(32,914)	–	–
Intern funding HB	–	10,000	(10,000)	–	–
Parole Working Party	–	7,500	(33,895)	26,395	–
Privatisation Working Party	–	10,000	(3,735)	–	6,265
Party	12,013	8,218	(14,648)	–	5,583
Race and state related deaths	–	5,440	–	–	5,440
Reforming Benefits Decision-Making Working Party	(3,154)	49,799	(40,367)	–	6,278
Solving Housing Disputes Working Party	–	5,000	(9,937)	4,937	–
Tackling Racial Injustice Working Party	(24,960)	21,500	(5,681)	–	(9,141)
Therium Access grant CJL	–	30,000	(30,000)	–	–
Windrush Working Group	–	5,000	(13,919)	8,919	–
Total restricted funds	17,648	262,330	(337,976)	59,898	1,900
Unrestricted funds:					
Designated funds – Administrative Justice Council	25,000	–	–	–	25,000
Designated fund – Working Parties	150,000	–	(41,140)	(43,556)	65,304
Total designated funds	175,000	–	(41,140)	(43,556)	90,304
General funds	385,833	634,533	(601,358)	(16,342)	402,666
Total unrestricted funds	560,833	634,533	(642,498)	(59,898)	492,970
Total funds	995,334	904,928	(984,453)	–	915,809

15 Movements in funds (continued)

Purposes of endowment funds

Endowment funds are held as part of an expendable endowment fund and is comprised of the freehold property on Carter Lane and some listed investments.

Purposes of restricted funds

Restricted funds represent grants and donations given for specific purposes. Unspent funds at the year end are to be carried forward and spent on that specific project in a future period. The specific purposes are:

Administrative Justice Council

The Administrative Justice Council was set up to ensure that the administrative justice system is more accessible, fair and effective by improving administrative decision-making, simplifying appeals, complaints procedures and redress mechanisms and ensuring access to justice for some of the most vulnerable people in society. The Council is funded by the Ministry of Justice (£58,163) and Trust for London (£15,750).

Administrative Decision-Making Working Party

While an individual is in prison, they remain subject to a number of rules and processes that can serve to unduly delay their release. The Administrative Decision Making Working Party will examine these rules and processes to ensure that individuals do not remain in prison unlawfully or any longer than is necessary. Sidley Austin LLP are supporting this work through pro bono support and a £10,000 donation. The work is also supported by the Golden Bottle Trust (£1,000) and The Bromley Trust £15,000).

Challenging school exclusions Working Party

The Schroder Charity Trust and the Society of the Holy Child Jesus contributed towards implementation of the Challenging School Exclusions Working Party report recommendations, in 2021–22. This report examines the processes used to make and review a decision to exclude permanently a pupil in England and identifies serious weaknesses within the current system. Implementation has included responding to the Department for Education's Consultation on Revised Behaviour in Schools Guidance and Suspension and Permanent Exclusion Guidance informed by the Working Party report's recommendations as well as giving evidence to the Children's Rights Alliance for their reporting to the UN Committee on the Rights of the Child.

Defending the rule of law, access to justice and human rights

These grants have supported our work this year responding to proposed reforms of administrative law including judicial review and immigration and the Human Rights Act. This work is supported by the Joseph Rowntree Charitable Trust, with a three-year grant of £71,597, of which £28,639 has been received in this financial year, the Legal Education Foundation with a two-year grant of £70,000, with £35,000 received in this financial year and Clifford Chance who donated £2,603. This fund is in deficit but future grant payments will be received to bring it back into a positive position.

Delivering Administrative Justice After the Pandemic: What can we learn about digitalisation and vulnerable groups?

This is Nuffield Foundation funded research project with a group of academics from University of Westminster, UCL and LSE. The research team have been examining the effect of rapid digitalisation on the delivery of justice, identifying the effects on access for marginalised groups and exploring how trust can be built and sustained in parts of the justice system affected by the pandemic. The project focuses on Special Educational Needs (SEND) and Disability; and housing and looks at the overlap in ombudsman scheme and tribunals in four institutions: the local government and social care ombudsman and the SEND tribunal; and the housing ombudsman and the property chamber. The University of Westminster was awarded a grant to administer this project and have subcontracted Heidi Bancroft of JUSTICE to support the project through an administrative and research role, as a Research Assistant (RA). This grant was transferred to the University of Kent for the last grant instalment.

The function and operation of Hybrid Orders

In Summer 2022, JUSTICE announced its Working Party, which will examine the function and enforcement of 'hybrid orders' in the United Kingdom. These are orders obtained via a civil procedure, that seek to restrict a person's behaviour for a preventative purpose and that have criminal consequences if breached.

15 Movements in funds (continued)**Improving Access to Justice for Separating Families Working Party**

This Improving Access to Justice for Separating Families working party, which looked at how access to justice can be improved for separating families in private family proceedings, was published in October 2022 and makes 43 ambitious but realistic recommendations related to child arrangements problems and their resolution in England and Wales. The Treebeard Trust and The Clifford Chance Foundation supported this work.

Intern funding

Linklaters LLP has provided a grant of £51,500 to support our internship and fellowship programme.

Prosecuting Sexual Offences Working Party

The Dawes Trust is supporting the implementation work of our Prosecuting Sexual Offences Working Party. Implementation work this year included attending a number of meetings to discuss the report's findings and recommendations. For example, we are a member of the Organisational Support and Services for Child Sexual Abuse and Exploitation Meeting, chaired by Chief Constable Simon Bailey (The National Police Chiefs' Council's lead for Child Protection and Abuse Investigations). JUSTICE continues to interact with the Home Office regarding the Government's new Child Sexual Abuse strategy launch. During this period, we were also preparing briefing materials for the upcoming Online Safety Bill, which could see a number of JUSTICE's key recommendations placed into law. We also responded to the Ministry of Justice's consultation on 'Delivering Justice for Victims'.

Outsourcing Working Party

Over the last forty years, administrative decisions and the delivery of public services have been increasingly contracted out to private companies. This has led to changes to the way in which public administration is structured and decisions by the State are made in (increasingly) front-line services that affect people's legal rights and entitlements, including benefits decisions, social care and homelessness decisions. This working party will seek to ensure that regardless of who is delivering public services, individuals receive the services they are entitled to, are able to understand the decisions that are being made about them and, where necessary, challenge those decisions effectively. Simmons & Simmons LLP supported this work.

Race and state related deaths

Matrix Causes Fund are supporting our work on Racism and state related deaths. There is concern about the disproportionate number of people from ethnic minority backgrounds who die in contentious circumstances where the State may have played a role (either due to a positive action, a failure to act, or a discriminatory policy) but despite this, issues of discrimination and bias are rarely given consideration during inquests and inquiries. We aim to put together a practitioners guide to identifying and raising issues relating to bias and race in the context of inquests.

Reforming Benefits Decision-Making Working Party

BlackRock Gives and abrdn Financial Fairness Trust (previously the Standard Life Foundation) are supporting our working party on Reforming Benefits Decision-Making. The report published in July 2021 makes 44 recommendations aimed at improving the administrative and procedural aspects of the benefits system. It considers initial decision making, through to appeals, to ensure that the system works well for everyone, regardless of their digital capability, their health, their disabilities, or their vulnerabilities. With rising living costs the need for a fair benefits system that is accessible and makes timely and accurate decisions is as important as ever. Implementation work this year has included responding to the DWP's Health and Disability Green Paper, monitoring the roll out of Adult Disability Payment in Scotland, liaising with other NGOs and meeting with the DWP to discuss the report's recommendations.

Remand Decision-Making in the Magistrates' Court

The aim of this project is to better understand how magistrates and district judges make their decisions and if there are any problematic patterns of decision making in respect of remand issues and possible systemic issues, particularly around racial and gender bias. This project is supported by Reed Smith LLP, who donated £5,000.

15 Movements in funds (continued)**Tackling Racial Injustice: Children and the Youth Justice System**

Barrow Cadbury Trust and The Blagrove Trust are supporting our working party on Racial Disparity in Youth Justice. This working party, chaired by Sandra Paul, examined the causes of BAME disproportionality in the Youth Justice System (YJS) of England and Wales. It made practical recommendations with a view to reducing that disproportionality. In addition, it sought to ensure that children are not needlessly criminalised by improving the attitudes, processes and procedures in the YJS.

Windrush Working Party

The 'Reforming the Windrush Compensation Scheme' Working Party report was published in November 2021. It makes 27 recommendations to improve the process for those seeking compensation from the Home Office for the losses and hardships they suffered as a result of not being able to demonstrate their lawful immigration status. Many of the issues we identified with the Windrush Compensation Scheme are also applicable to other recent bespoke Home Office schemes. This new project uses our Windrush report as a starting point to identify problems with, and potential solutions in respect of, the Afghanistan relocation schemes (the Afghan Relocations and Assistance Policy (ARAP) and the Afghan Citizens Resettlement Scheme (ACRS)) and the EU Settlement Scheme. We have set up working groups to examine these schemes. These groups will be comprised of experts, those with lived experience of these schemes, and those who represent and support them. The working groups will identify the issues with these schemes and make recommendations for reform, drawing on our recommendations from the Windrush Compensation Scheme Report. The aim of the project is to identify common issues and solutions to improve the existing schemes, and ensure that lessons are learnt for any future Home Office schemes. This work is supported by the Paul Hamlyn Foundation with a three-year grant of £120,000, £38,815 of this was received in this financial year. Dechert LLP are also supporting the work with a £750 donation and pro bono support.

Purposes of designated funds

Designated funds have been set aside by the Trustees to fund staff time spent on our Working Parties and the Administrative Justice Council. Funds designated for Working Parties have been spent within this financial year. Designated funds for the Administrative Justice Council have been transferred back to unrestricted as Ministry of Justice cover the short-fall for 2022-23 and will cover the full the costs of the AJC for 2023-24.

16a Analysis of net assets between funds (current year)

	Endowment £	Restricted £	Designated £	General unrestricted £	Total funds £
Tangible fixed assets	-	-	-	4,245	4,245
Investments	113,386	-	-	168,642	282,028
Net current assets	2,038,890	(648)	-	322,632	2,360,874
Net assets at the end of the year	2,152,276	(648)	-	495,519	2,647,147

16b Analysis of net assets between funds (prior year)

	Endowment £	Restricted £	Designated £	General unrestricted £	Total funds £
Tangible fixed assets	306,349	-	-	7,121	313,470
Investments	114,590	-	-	175,958	290,548
Net current assets	-	1,900	90,304	219,587	311,791
Net assets at the end of the year	420,939	1,900	90,304	402,666	915,809

Notes to the financial statements

For the year ended 31 March 2023

17 Operating lease commitments payable as a lessee

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Equipment	
	2023	2022
	£	£
Less than one year	1,162	1,162
Two to five years	291	1,452
Over five years	–	–
	<u>1,452</u>	<u>2,614</u>

18 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

JUSTICE

England & Wales - Charity number 1058580

Accounts

Company Number: 3216897
Charity Number: 1058580
Scottish Charity Number: SC43518

JUSTICE

Report and financial statements

For the year ended 31 March 2022

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Reference and administrative information

For the year ended 31 March 2022

Company Number	3216897
Country of incorporation	United Kingdom
Charity Number	1058580
Country of registration	England and Wales
Scottish Charity Number	SC43518 registered in Scotland
Registered office and Operational address	2nd Floor, Lincoln House 296–302 High Holborn London WC1V 7JH

Board members Board members, who are also directors under company law and the charity trustees as defined by section 177 of the Charities Act 2011, who served during the year and up to the date of this report were as follows:

Peter Binning	Chair from 10 November 2020
Rachel Sexton	
Liz Campbell	(to 4 November 2021)
Alexandra Carr	
Patrick Corr	
Dr. Naomi Creutzfeldt	
Deba Das	(to 4 November 2021)
N. Lynn Hiestand	
Theodore Huckle KC	(to 31 December 2021)
Christina Liciaga	
Alastair Livesey	(from 4 November 2021)
Jennifer MacLeod	
Kate Saunders	
Dame Alison Saunders CB	
Sir Michael Tugendhat	

Key management personnel	Fiona Rutherford	Chief Executive (from 1 February 2022)
	Samantha BurrIDGE	Director of Operations
	Amanda Miller	Director of Development
	Stephanie Needleman	Legal Director (from 30 August 2021)
	Jane Collier	Interim Director of Development (Maternity Cover from 30 August 2021)
	Andrea Coomber KC (Hon)	Director/Chief Executive (to 15 October 2021)
	Jodie Blackstock	Legal Director (to 27 August 2021)

JUSTICE

Reference and administrative information

For the year ended 31 March 2022

Bankers	Lloyds Bank plc 222 Strand London WC2R 1BB
	CAFCash Ltd PO Box 289 West Malling Kent, ME19 4TA
Investment managers	BlackRock 33 King William St London EC4R 9AS
	CCLA Investment Management Ltd 80 Cheapside London EC2V 6DZ
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor Invicta House 108–114 Golden Lane London EC1Y 0TL

An introduction from our Chair of the JUSTICE Board, Peter Binning

Welcome to JUSTICE's Trustees' Annual Report and Financial statements. I hope this provides you with an overview of our achievements and the challenges we have faced across the past year, which has been a period of great change for JUSTICE.

After eight and a half years with us, our Director Andrea Coomber KC (Hon) left in September 2021 to take up the role of Chief Executive at the Howard League for Penal Reform. Andrea's time at JUSTICE saw a revitalisation of the charity, and a significant increase in its profile and punch. Andrea built a tremendous team and network of supporters to continue the work, for which we are hugely grateful. Our new Chief Executive, Fiona Rutherford, arrived in February 2022 and hit the ground running, proving to be a remarkable leader of JUSTICE and is opening up a challenging new chapter in JUSTICE's history. Fiona joins us from the Ministry of Justice and has worked in the justice sector for her entire career, including for 15 years as a criminal barrister. This was not the only staff change JUSTICE had to adjust to, as Jodie Blackstock, Legal Director, also left JUSTICE after 12 years to return to the Bar and Amanda Miller, our Director of Development, went on Maternity leave. I am extremely grateful to the JUSTICE team who kept the charity running and continued to deliver their usual high standard of work during the period without a Director / Chief Executive, special thanks to the Senior Management Team and also to Liz Campbell, our previous Board member for their additional support to the Board and the JUSTICE team during this period.

In addition to the staff changes, 2021 also brought about issues with our freehold building at 59 Carter Lane, a building survey completed in late 2021 highlighted significant problems relating to the boiler, accessibility issues, and health and safety. These issues meant that the Board had to make a decision that staff could not return to working from Carter Lane until these issues were resolved. The Board formed a sub-group of Board members, property and financial consultants to review the options and make a decision on next steps. Following a huge amount of research and analysis, the Board made the difficult but pragmatic decision to sell. The JUSTICE staff have spent the last few months sorting through the contents of Carter Lane, in preparation for the sale. The property was sold in October 2022 for £2.1m (before fees) and the Senior Management Team and Board will spend the next few months considering how to best use the proceeds. We are extremely grateful to Charles Russell Speechlys, Freshfields Bruckhaus Deringer LLP, Linklaters LLP, and Karyl Nairn KC, who provide desk space, allowing the staff to get together on a weekly and monthly basis.

Despite these challenges the work has continued apace and in the last year we have produced three working party reports; [*A Parole System Fit for Purpose*](#); [*Reforming the Windrush Compensation Scheme*](#); and [*Reforming Benefits Decision-Making*](#). These working parties have engaged our membership and the wider legal community to identify issues and solutions and have led to recommendations which we are working to implement. There has also been an unprecedented amount of time spent researching, drafting, and delivering briefings to Parliamentarians in both houses. This work has been extensive, due to the heavy Parliamentary legislative programme.

Trustees' annual report

For the year ended 31 March 2022

We have continued to hold virtual events, including our Annual Human Rights and Student Conferences, a series of career conversation events with our members, as well as events for our donors. We also trialled a series of Working Parties at Work events, to showcase their impact.

Like many charities, funding is always a focus and we have continued to suffer financially with the pandemic still impacting on our fundraising abilities and wider economic uncertainty impacting donations and membership. We have had some success in broadening our income streams and attracting new Trust and Foundation and Corporate funders but the 2021–22 financial year has been a difficult one for JUSTICE, we have ended the financial year with a deficit and our reserves have dropped below our reserves policy. The Finance Committee and Board are monitoring this closely and are optimistic that we have the plans in place to weather the storm. With the sale of our building we have the opportunity to consider how the charity needs to work to be most effective and to best deliver the aims of the charity and to design a new business model for JUSTICE which may include a 'JUSTICE hub' a place (virtual and real) to foster innovation and encourage collaboration across the justice sector and beyond. It might also provide a useful 'touchdown' location for our out of London members and a place to meet and work with our team and find out more about our work. This offer may be particularly timely given our work to expand our membership base and raise awareness of JUSTICE's work across the UK. All in all, very exciting times for JUSTICE.

I hope that you enjoy reading this report. There is a great deal for us to do in the next few years and so much that JUSTICE can achieve with your help.

I am so grateful to all who work on behalf of JUSTICE and to you, our supporters. Thank you.

Trustees' annual report

For the year ended 31 March 2022

The JUSTICE Board present their report and the audited financial statements for the year ended 31 March 2022.

Reference and administrative information, set out on pages 1 and 2, forms part of this report. The financial statements comply with current statutory requirements, the memorandum, articles of association, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Purposes and aims

JUSTICE is an all-party membership organisation, drawn primarily from the legal profession with a common commitment to the rule of law and the fair administration of justice.

As reflected in our governing documents:

JUSTICE was established to promote the sound development and administration of the law for the benefit of the public in the following ways:

(a) By promoting education and conducting research into the law, including current and proposed practice and administration and reform of the law, as the JUSTICE Board thinks fit, and by publishing the useful results of such research;

(b) By providing specialist legal advice in relation to the law and legal procedures particularly in cases where it is apprehended that a miscarriage of justice has taken place;

(c) By providing legal representation for those who are unable to obtain legal representation from their own resources, particularly in cases where it is apprehended that a miscarriage of justice has taken place;

(d) and for such other purposes for the benefit of the community as shall be exclusively charitable.

Our primary focus is on overcoming institutional and procedural barriers to access to justice and fairness for people using the system. We put their experiences at the heart of our work, and we recognise that many aspects of the existing structure and practises within the justice system compound exclusion for disadvantaged people.

Across all our work we address:

Institutional weakness: considering ways to strengthen the operation of key institutions and frameworks in the justice system, testing them for fairness, accessibility and efficiency.

Trustees' annual report

For the year ended 31 March 2022

Procedural deficiency: identifying and challenging unfair, inaccessible and inefficient legal procedures. We will examine the potential of technology and innovation in delivering justice – including alternatives to traditional justice processes – and consider its emerging impact on the system.

Biases in the justice system: exploring and confronting the ways in which the justice system adversely treats and impacts upon individuals and groups based on their status and/or protected characteristics including race, gender, disability and/or socio-economic status

In recent years, JUSTICE has moved away from providing legal advice and representation. In part, this has been the assumption of JUSTICE's previous work on miscarriages of justice by the establishment of the Criminal Cases Review Commission (CCRC). We continue to be involved in how miscarriages of justice are handled, both in the courts and by the CCRC.

The focus of our work

JUSTICE's strategic plan for 2021–24 continues to see our work span administrative, civil, family and criminal justice in the United Kingdom.

We have four intersecting core areas of activity:

- We use working parties of our members and other experts to identify and address areas ripe for reform. Supported by our staff, the working parties provide evidence-based analysis and propose practical solutions by drawing on leading academic research, international and comparative material, and lived experiences of people interacting with the justice system in different ways. We work towards implementing our working party recommendations, and use our reports to inform, influence and collaborate with decision-makers and other key actors.
- We act as a bridge between law and lawmakers, briefing politicians from all parties on draft legislation relevant to the justice system in the UK and devolved Parliaments. We also respond to consultations from Government, parliamentary committees and other significant bodies within our areas of expertise.
- We hold informative events on our work and related issues, and on access to the legal profession for our members and other interested parties.
- Finally, we submit third-party interventions before the UK Supreme Court and the European Court of Human Rights in cases that raise critical points of law in our areas of expertise.

JUSTICE also provides the Secretariat for the Administrative Justice Council (the AJC). We will continue to work closely with the AJC, strengthening both our own capacity and that of the administrative justice system.

Public benefit

Since its formation in 1957, JUSTICE has been at the cutting edge of the debate on legal reform and is widely respected for the breadth, depth and quality of its analysis. Today, more than ever, JUSTICE is involved in the issues that will shape the future legal landscape.

Direct beneficiaries of our work include practising lawyers, judges, law students and policy-makers interested in the development and protection of the rule of law and human rights, in addition to the public at large, who benefit from a robust justice system that protects their rights.

The benefits of our work is demonstrated through: the adoption of our recommendations in government law reform initiatives; the referencing of our contributions to government consultations; the adoption by parliamentarians of our suggested amendments to legislation; and the acceptance of our arguments in third-party interventions in court judgments. Our third-party interventions in the United Kingdom's Supreme Court and in the European Court of Human Rights are submitted 'in the interests of justice' and not on behalf of particular parties. When adopted, our arguments strengthen legal protection for all people beyond those directly involved in the proceedings.

The Board has 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 its future activities. In particular, the Board considers how planned activities will contribute to the aims and objectives that have been set. While some activities are available only to members, these are in the minority and the vast majority of our work is available to the public free of charge. The JUSTICE website provides accessible information on our work to the public at large.

The Trustees confirm that they have paid due regard to the public benefit guidance published by the Charity Commission in deciding the aims, objectives and activities of the charity.

The Board considers that JUSTICE's activities are of public benefit in at least the following ways:

- provision of independent research and analysis to external bodies, including the senior judiciary, government and politicians across the political spectrum to assist in formulating law, policy and practice related to justice matters, which can have significant benefit for people in the UK;
- dissemination of research and information about justice system reform directly to JUSTICE members, including: judges, barristers, solicitors, chartered legal executives, students, advisers to governments and corporations and non-governmental organisations, who are then better able to advise public and private bodies accurately about justice issues. This is frequently available to the public at large via social media platforms and our website; and,
- offering conferences, lectures and other events on contemporary justice issues that are open to the general public to attend, to inform them about important issues which may affect their daily lives.

Principal Activities

Policy

More than ever, during this strategy period, we will strive to tackle urgent and important issues within the constraints of the social, economic and political climate indicated above. To achieve this, our working parties, briefings and interventions will focus on the following themes.

Reform of courts and the impact of COVID-19:

We will continue to monitor the HMCTS Reform Programme, urging that it increase access and fairness in the courts and tribunals. We will explore and evaluate ways in which the integrity of the courts and justice process can be maintained as they adapt to the impact of COVID-19. We will lead thinking on which aspects of the COVID-19 response should remain, be revised or be discarded as courts 'return to normal'.

User-centred justice:

The justice system must be comprehensible to all its users so that they can effectively participate and have confidence in it. Building on our 2019 Working Party Report Understanding Courts, we will focus on improving the experience and involvement of specific cohorts of users, such as children, victims of crime and vulnerable people to enable fair outcomes.

In 2021, our working party 'Improving Access to Justice for Separating Families' will undertake a child-centred review of what families need from the Family Court when they seek help with child arrangements, with particular emphasis on domestic abuse victims and unrepresented litigants.

Effective routes of redress:

Routes of redress are becoming increasingly uncertain or unavailable as a result of shifting State powers and responsibilities.

We will focus on ensuring privatisation, automation, and civil orders with criminal consequences do not inhibit effective challenge to decision-making through courts, tribunals and other complaints mechanisms.

Challenges to the courts and Constitution:

Independent and impartial courts are a central feature of the UK constitution. Safeguarding their integrity and remit amidst proposed reforms is crucial to the rule of law and ensuring access to justice.

We will pursue projects addressing proposed reforms to the operation of the Supreme Court, the role of judicial review and amendment of the Human Rights Act. We will continue to examine judicial appointments, with a view to increasing judicial diversity.

Trustees' annual report

For the year ended 31 March 2022

Non-judicial decision-making:

At the start and end of court and tribunal processes, many public bodies and officials make significant decisions concerning individual rights and freedoms. Given the impact of these decisions on people's lives, these require careful scrutiny.

In the first part of the strategy period, we will consider the processes for release from imprisonment through the Parole Board and Criminal Cases Review Commission.

Other work:

We will continue to follow up on past reports and policy work by capturing whether our activities and interventions have paved the way for desired outcomes.

We will continue to collaborate and establish constructive relationships with diverse stakeholders within the justice system as we evidence, elaborate, and implement our work.

We will seek opportunities to expand our work in Scotland, Northern Ireland and Wales in line with our above priorities, as relevant to those jurisdictions.

We will look to engage more closely with the International Commission of Jurists, using its network to strengthen our work, and supporting it as appropriate.

Development

The key to successful fundraising is multifaceted and meaningful relationships, especially given the political and economic climate outlined at the beginning of this strategy. To this end, developing even stronger and deeper bonds with our donors, supporters and members through thoughtful engagement opportunities will be the foundation of the Development team's work over this strategy period. The Development priorities from our strategic plan are detailed below.

Membership

JUSTICE is a membership organisation, and our members are among our greatest assets. Our members span law students, through the ranks of the profession, to retired lawyers and judges. They include practitioners of all different types of law and all branches of the profession. While our members cover the spectrum of politics, they share a common concern in maintaining the integrity of the justice system in the United Kingdom.

Strengthening and increasing our membership programme

Membership plays a crucial role in shaping our work, as well as a source of unrestricted and sustainable funding. We plan to develop and create lasting relationships and multifaceted journeys for our members, especially those in the highest-level categories and corporate members, to ensure better acquisition and retention.

We will improve our engagement communications through segmentation and strategic messaging and streamline our administrative communications to make the membership experience easier.

Events are the cornerstone of our membership programme. We will continue to provide thought-provoking and topical events to our current members and to attract new members. We will maximize our reach through virtual events, allowing us to expand our membership beyond England by attracting new members from Wales, Scotland and Northern Ireland.

Fundraising

Broadening our current income streams and attracting new funders:

We plan to attract new funders and increase support from existing donors by developing opportunities for them to support us beyond a single project and investing in our longer-term growth, especially trusts and foundations. We will focus on unrestricted, multi-year funding and increasing our network of donors of all sizes and from varied industries.

We will continue to improve the experience of our JUSTICE60, Friends and major donors by working with the Development Board to ensure this transformational group remains engaged in our work and invested in our impacts. We are committed to providing bespoke events and networking opportunities and will look to diversify its growth by increasing corporate donors and approaching lawyers and leaders of industry from a wider audience.

We will enhance our external communications and cement our reputation as sector leaders, by focusing on more accessible content, targeted events, demonstrating our impact and encouraging wider audiences to engage with and support our work.

Achievements and performance

The charity's main activities and beneficiaries for 2021–22 are described below. All its charitable activities focus on strengthening the justice system and are undertaken to further JUSTICE'S charitable purposes for the public benefit.

Policy

Working Parties

Over the past year, we have published three reports, which have engaged our membership and the wider legal community. These reports were produced through working parties of our membership and invited experts, meeting in committees over the life of the project to identify issues and solutions and taking evidence from relevant sources. We made a series of recommendations relating to each area of the legal system, which we are working to implement. This work sits alongside the continuing implementation work on our previously reported work and working parties that are still in progress.

Reports published in 2021–22

[*A Parole System Fit for Purpose*](#) (Strategy theme: non-judicial decision-making)

In April 2021, JUSTICE launched its a Parole System fit for Purpose Working Party, which examined the role, powers, and procedures of the Parole Board and wider system. The report was published in January 2022 and makes 22 practical, achievable, and well-evidenced recommendations which explore and show how the parole system could be truly fit for purpose for those in prison, victims, and the general public. We hope it will help inform the Government's own 'root and branch' review and its recommendations for reform.

A parole hearing can be a life-changing moment. For many, it is the turning point between lengthy periods of incarceration and the start of a new life in the community – a second chance. Those detained by the State must be afforded appropriate access to justice to enforce their rights. At the head of this process is the Parole Board, whose members make difficult and sometimes controversial decisions. It is right that its role remains subject to regular scrutiny, which has been the case since the Parole Board's creation over fifty years ago.

Backlogs and delays have plagued the parole system in recent years, which in turn delay a person's release from prison. In particular, recalls of prisoners on licence have surged in the last decade – individuals who have been recalled now make up 14% of the prison population. Moreover, the parole process can be particularly difficult to navigate and raises a multitude of human rights concerns around effective participation and procedural fairness. There is often a disregard for how the process impacts on prisoners and their ability to participate in the process. Studies which have looked at prisoners' understanding, and experience have indicated feelings of anxiety, powerlessness, voicelessness, frustration, disengagement, and a deep sense of irrational justice.

The report explores parole through each stage of the process. Our findings show that it is not working as effectively as it should. This has significant consequences, not only for those prisoners who could be released, but also for victims, whose assailants too often lack the opportunity for any meaningful rehabilitation and therefore risk reoffending upon release, and taxpayers, who are entitled to expect public money to be utilised in a way that delivers results.

Key recommendations include:

Replacing the Parole Board with a Parole Tribunal, which will have the necessary powers, respect from third parties (such as police and probation), and authority to make fully independent decisions without Government interference.

Requiring that the State, rather than the individual in prison, justify any continued detention beyond the minimum term, so that the responsibility for demonstrating the (un)manageability of risk is properly allocated.

Trustees' annual report

For the year ended 31 March 2022

Reforming the recall process, which would require that facts of an alleged breach of a licence condition are established in a magistrates' court before the recall takes place, after which the case can go to the Parole Tribunal to consider the issue of risk and whether re-incarceration is appropriate.

Placing rehabilitation at the heart of the parole process, by giving the Parole Tribunal oversight of an individual's progression through prison, including of executive decisions which impact their chance to be released.

Greater accessibility of information for those in prison, their families, and victims, so that everyone is given the tools they need to properly participate in the parole process. This includes creating a duty for the newly-established Parole Tribunal to update those in prison and, where relevant, victims, on the progression of the case, as well as providing general information about the parole process.

Enhancing the Parole Board's programme of training to include areas such as sentencing, procedure, prison law and policy, critical analyses of offending behaviour programmes and risk management tools, equality and diversity, cultural awareness, vulnerable people (including those with mental health and neurodiverse conditions and children).

Greater rigour when imposing licence conditions, requiring that the Probation Service only be able to request that the Parole Tribunal impose licence conditions where it has demonstrated, with clear written explanations, how they are reasonable and proportionate, and their impact on an individual's chances of successful rehabilitation.

Significantly expanding the provision of accommodation for those released from prison, so as to guarantee that nobody is released homeless. The Ministry of Justice should also review the provision of accommodation for particular categories of prisoners, such as women, older prisoners, and those with complex health needs.

Hogan Lovells International LLP supported this work with pro bono support and a donation of £2,500, along with an individual donor who donated £5,000. The rest of the staff time spent on this work was funded from JUSTICE's designated funds.

[Reforming the Windrush Compensation Scheme](#) (Strategy themes: non-judicial decision-making; effective routes of redress)

In 2018, news of the Windrush scandal reached the public domain, when it emerged that hundreds of Commonwealth citizens had been detained, deported and denied legal rights after wrongly being classified as illegal and/or undocumented immigrants. Hundreds of individuals were placed in immigration detention, lost their jobs and homes and were threatened with removal, with many others deported to countries they hadn't resided in since childhood.

Trustees' annual report

For the year ended 31 March 2022

The Windrush Compensation Scheme was launched in April 2019 by the Home Office to compensate members of the Windrush generation and their families for the losses and hardships they suffered as a result of not being able to demonstrate their lawful immigration status. Despite the initial estimate of around 15,000 people being eligible for compensation, as of the end of September 2021 only 864 people have received compensation payments.

In November 2021, JUSTICE published its Report 'Reforming the Windrush Compensation Scheme'. It makes 27 recommendations to improve the process for those seeking compensation from the Home Office. The Report finds that the Scheme suffers from a lack of independence (it is administered by the department responsible for Claimants' considerable losses); there are delays and inconsistencies in decision-making; awards do not accurately reflect claimants' losses; and caseworkers lack experience and cultural understanding. The claim process is complex and many claimants require legal assistance to complete their claim; however there is no provision of free legal representation. Claimants who instruct solicitors are typically paying between 20% and 30% of their award in legal fees. It was further found that the Scheme does not have an effective appeals process.

Key recommendations of the Report, prepared by an independent JUSTICE working group Chaired by Professor Robert Thomas, Professor of Public Law at the University of Manchester, include:

The need for independence and accountability: including the Scheme being moved from the Home Office, preferably to an organisation independent of the government; and greater accountability and transparency of the publication of findings from independent reviewers.

Funded legal representation for Claimants: funding should be made available for legal representation for all eligible Claimants via Legal Aid and/or funding provided under the Scheme.

Training and quality assurance for caseworkers: further training and guidance should be provided to caseworkers on decision-making, communication with vulnerable people, mental health, and cultural understanding of people from different communities. In addition, better quality assurance is required to prevent errors.

Improved communication with Claimants: including use of video guides, correspondence which is easier to understand, regular reports on the progress of a claim, and Claimants always being treated with humanity, dignity and respect.

Calculation of losses: the Scheme Rules should be amended to ensure that the compensation received by Claimants reflects all the losses they have suffered. In particular: pension losses should be included in the loss of earnings category; compensation for homelessness should be increased; and an additional level for the impact on life tariff should be considered.

Raising awareness of the scheme: a targeted publicity campaign to reach out to affected communities and grass roots organisations should be commissioned to raise awareness of the Scheme and help build trust with claimants.

Trustees' annual report

For the year ended 31 March 2022

A more coherent and efficient appeals and complaints system: this should include the right of appeal against compensation decisions to a Tribunal; a complaints mechanism to the Independent Case Examiner; and powers to enable the Ombudsman to investigate maladministration by the Home Office.

Dechert LLP supported this work with a donation of £5,000, who also provided pro bono support. The rest of the staff time on spent on this work was funded from JUSTICE's designated funds.

[Reforming Benefits Decision-Making](#) (Strategy theme: non-judicial decision-making)

Reforming Benefits Decision-Making is our joint working party with the Administrative Justice Council, chaired by Lord Low of Dalston CBE. The Working Party was launched in April 2020 and the report was published in July 2021. It makes makes recommendations aimed at creating a benefits system that prioritises dignity and respect and places the user at its heart.

The benefits decision-making system forms a huge part of the administrative justice landscape in the United Kingdom. However, the system is performing poorly, and can have devastating impacts on peoples' lives. Individuals often lack knowledge as to their possible entitlements; the application process can be inaccessible and confusing; and many are incorrectly denied benefits to which they are entitled or have their benefits terminated or suspended when they are wrongly sanctioned. Challenging incorrectly made decisions is often stressful and lengthy and many individuals give up when faced with a long fight for their entitlement.

The report makes 44 recommendations aimed at improving the administrative and procedural aspects of the benefits system. It considers initial decisionmaking, through to appeals, to ensure that the system works well for everyone, regardless of their digital capability, their health, their disabilities, or their vulnerabilities. The report was launched at time when unemployment was rising and the full economic impact of the pandemic was yet to be realised and now we face unprecedented cost of living crisis. In these circumstances the need to ensure a fair benefits system that is accessible and makes timely and accurate decisions is greater than ever.

Key recommendations include:

Changes to improve the quality of the health and disability assessment process including: opt-in audio recording of assessments; greater clarity over who will obtain medical evidence; claimants being assessed by assessors with specialist knowledge of their condition and an end to the outsourcing of assessments to private companies.

Better data collection and evaluation, including on protected characteristics of claimants, the setting of claimant commitments, the use of easements and sanctions.

Clear structures and rules to prevent the inconsistent and unfair application of discretion, including a statutory list of 'good reasons' for failure to comply with the claimant commitment.

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Greater transparency on the use of automation and how it feeds into decisions and the technological constraints of computers systems.

The establishment of clear, public performance standards and an independent reviewer or regulator for welfare benefits.

The removal of the mandatory reconsideration stage so that claimants are able to appeal directly to the Social Security Tribunal, but with an automatic internal review required by the DWP once an appeal has been lodged.

Streamlining the appeals process to reduce the need for appellants to repeatedly provide the same information and **greater use of tribunal caseworkers to reduce adjournments.**

The adoption of a 'no wrong door' approach to applying for Universal Credit and managing a claim, including meaningful alternative channels of engagement.

An advice portal which provides information on organisations providing welfare benefits advice and which should be clearly signposted to on all webpages providing information on benefits, all paper-based forms, decision letters and mandatory reconsideration notices.

BlackRock, Weil, Gotshal and Manges LLP and abrdn Financial Fairness Trust (formerly known as Standard Life Foundation) are supporting our working party on Reforming Benefits Decision-Making, with BlackRock donating £4,799, in this financial year as well as providing pro bono support; abrdn with a three-year grant of £70,000, with £45,000 received in this financial year; and Weil, Gotshal and Manges LLP through their JUSTICE60 membership donation of £10,000 in this financial year and by providing pro bono support.

Working Parties in progress 2021–22

[Improving Access to Justice for Separating Families](#) (Strategy theme: user-centred justice)

The Improving Access to Justice for Separating Families working party commenced in January 2021, chaired by Professor Gillian Douglas. Since the legal aid cuts of 2013, private children's cases in England and Wales have become the site of numerous, interrelated, access to justice problems. The proliferation of litigants in person has not only introduced new challenges, such as the proper advice, support, and case management of so many unrepresented litigants, but also exacerbated pre-existing issues, such as the treatment of domestic abuse by the court and the child's voice being heard within proceedings.

When barriers prevent effective access to justice in these cases, there can be detrimental consequences: not only to the litigants, usually parents, but also to the child in the middle of proceedings. Furthermore, and most importantly of all, it can undermine the court's ability to make a decision in the best interests of the child.

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This Working Party convenes at a time of appetite for significant change. Responses to the Private Law Working Group, set up by the President of the Family Division in 2019, called for radical structural reform. The Ministry of Justice's June 2020 report concluded that several systemic barriers prevent the Family Court from dealing effectively with domestic abuse in private law cases. And in December 2020, the Family Justice Board confirmed "long-term reforms are needed to ensure the most vulnerable children and families are prioritised and the future system is designed around their needs and runs smoothly." The task of innovating, piloting and evaluating that long-term reform coincides with the digitisation of private children processes by HMCTS in 2021, whilst the Family Court tries to recover from the Covid-19 pandemic and learn lessons from its impact on access to justice.

The aim of our Working Party is to consider how access to justice can be improved for separating families in private family proceedings. This is with particular regard to the effective participation of parents and children; the effect that underlying or co-existing problems may have on what each family member needs from the court; and the principle that the court experience should not cause or exacerbate harm. In pursuing this aim the Working Party will set out what a future private family court should look like and how the court's processes should adapt to the families within it.

The Working Party report will be published in October 2022.

Mishcon de Reya LLP, The Treebeard Trust, The Clifford Chance Foundation and The Eleanor Rathbone Charitable Trust are supporting our working party on Improving Access to Justice for Separating Families. With The Treebeard Trust providing a two-year grant of £50,000 with £25,000 received in this financial year; The Clifford Chance Foundation with a donation of £4,328; The Eleanor Rathbone Charitable Trust with a grant of £2,000 in 2020-21; and Mishcon de Reya LLP through their JUSTICE60 membership donation of £10,000 in this financial year, as well as providing pro bono support.

The function and operation of Hybrid Orders (Strategy themes: effective routes of redress; user-centred justice)

The function and operation of Hybrid Orders Working Party is chaired by George Lubega, Partner at CMS. It is examining Hybrid Orders, defined as orders obtained by a civil procedure, that seek to restrict a person's behaviour and have criminal consequences if breached. The Working Party will examine the way hybrid orders operate in practice, in particular whether they are issued and enforced in a fair and consistent manner that respects human rights and whether they are effective in achieving their specified purposes. The Working Party plans to report in Spring/Summer 2023.

Administrative decision-making in prisons (Strategy themes: non-judicial decision-making; effective routes of redress)

The Administrative decision-making in prisons working party is still in its scoping stage. While an individual is in prison, they remain subject to a number of rules and processes that can serve to unduly delay their release. The Working Party will examine these rules and processes to ensure that individuals do not remain in prison unlawfully or any longer than is necessary. Sidley Austin LLP are supporting this work through pro bono support.

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Outsourcing (Strategy themes: non-judicial decision making; effective routes of redress)

The **Outsourcing working party** is still in its scoping phase. It will examine the impact of outsourcing of public services on administrative justice. In particular, it will focus on the outsourcing of decision-making around entitlement to public services, for example in respect of welfare benefits, local authority homelessness decisions and social care. Simmons & Simmons are supporting this work with a £10,000 donation and pro bono support.

Working Party implementation work in 2021–22

[Tackling Racial Injustice: Children and the Youth Justice System](#)

In February 2021 we published *Tackling Racial Injustice*, chaired by Sandra Paul and with the assistance of Travers Smith LLP. At most stages of the youth justice system – from arrest to custody – the proportion of Black and Minority Ethnic young people is higher than the proportion of white young people. This Working Party examined the causes of racial disproportionality in the Youth Justice System (YJS) of England and Wales and made recommendations to ensure that children are not needlessly criminalised by improving the attitudes, processes and procedures in the YJS.

JUSTICE provided evidence for the Criminal Justice Alliance's super-complaint regarding the use of section 60 stop and search powers. Her Majesty's Inspectorate of Constabulary, the College of Policing and the IOPC has assessed the super-complaint as eligible and will investigate the use of the power and whether there is enough independent scrutiny of stop and search more broadly.

We attended two roundtables organised by the Crown Prosecution Service to provide expertise in respect of potential guidance for prosecutors on the use of drill music as evidence, the use of experts on such evidence, and ancillary orders used to restrict the creation of and participation in drill music. During the roundtable, we presented the report and its recommendations. We were invited to provide further comments on the guidance, and will be involved in its development.

Implementation over this reporting period has also taken the form of briefing and advocacy to parliamentarians on several pieces of legislation. This includes the Police, Crime, Sentencing and Courts Act 2022, for which we referred continuously to the report's evidence and recommendations and which has served to support our positions and highlight the damaging and potentially discriminatory impact that many of the Bill's measures would have, particularly on ethnic minorities. For example, we have produced an analysis of the impact and human rights implications of the proposed 'Serious Violence Reduction Orders', which would give the police the power to stop and search anybody subject to this order without the need for reasonable grounds to suspect them of having committed a crime. We also sat on a panel of experts for a briefing for members of the House of Lords, organised by the Alliance for Youth Justice, to address the implications of the new Serious Violence Duty in the PCSC Act on children.

In addition, the report's recommendations and analysis were referenced in our briefings on the criminal provisions of the Judicial Review and Courts Act 2022. Furthermore, JUSTICE drew on the report in submitting evidence in relation to a number of consultations, including to the Commission

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on Young Lives (December 2021) and the Ministry of Justice's consultation 'Delivering Justice for Victims' (February 2022).

We continue to consider additional avenues for the implementation of the report's recommendations, with further meetings or research projects envisioned over the coming months. We have engaged our corporate partner, Travers Smith LLP, to undertake further research in support of this, particularly with respect to the issues faced by BAME women and girls in the criminal justice system.

In this financial year, the Barrow Cadbury Trust has contributed £14,000 of a three-year grant totalling £46,350 (£14,000 in 2020–21; £10,000 in 2019–20) and The Blagrove Trust has contributed £7,500 of a £30,000 grant (£7,500 in 2020–21; £15,000 in 2019–20) over the same period to support the Working Party and its implementation. Travers Smith LLP contributed £10,000 in 2019–20 and are also providing pro bono assistance to support the Working Party.

[Immigration and Asylum Appeals – a Fresh Look](#)

The Immigration and Asylum: a Fresh Look working party was chaired by Professor Sir Ross Cranston and published in July 2018. Since then, JUSTICE has been working to ensure that the recommendations from the report are implemented.

Having audited our progress on this project, almost all recommendations are either partially or fully implemented (45 out of 49). Those remaining relate to digital support services for appellants using the online appeal process, as the digital support service (initially a pilot and now a Government contract awarded to We Are Digital) does not yet extend to immigration and asylum appeals. We continue to engage with HMCTS about the importance of digital support through this and our *Preventing Digital Exclusion* work, and can confirm that paper appeal routes have been maintained. Much of the successful adoption of our recommendations has been due to excellent engagement with the Immigration and Asylum Chamber staff, judges and the HMCTS Reform Team and their willingness to meet to discuss how to implement our proposals.

A notable achievement towards our aim of reducing the volume of cases on appeal has been the introduction of a mandatory reconsideration stage in the online appeals process, before the case comes before a judge. This initially saw a reduction of appeals proceeding due to Home Office withdrawals of up to 30% of all appeals. However, recent statistics from the past year have shown a trend downwards to pre-reform levels of withdrawals. Consultations with stakeholders have identified that the reconsideration stage itself continues to be a sound design feature, but it is only of value if there is meaningful engagement in the review, rather than surface level compliance from the Home Office, and to a lesser extent legal representatives. An update to the 2018 report setting out the progress on implementation is three-quarters completed but was paused to focus capacity on more immediate deadlines including the Nationality and Borders Bill. It is anticipated to be completed by the end of 2022.

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JUSTICE was invited to sit on the “First Tier Tribunal IAC Advisory Group meeting”, which includes the judiciary, practitioners and other NGOs.

We held an event featuring working party members Sonali Naik KC and Jawaid Luqmani, alongside Bella Sankey, Detention Action, and Alison Pickup, Asylum Aid. The event included an update on implementation of the 2018 report and integrated the access to justice issues raised in that report with the problems being briefed on in the Nationality and Borders Bill.

The Leri Charitable Trust supported our work on immigration and asylum with a two-year grant of £20,000, £10,000 in 2019–20 and 2020–21. The rest of the staff time on implementation was funded from JUSTICE's designated funds.

[When Things Go Wrong](#)

The When Things Go Wrong Working Party was chaired by Sir Robert Owen and published in August 2020. It made recommendations aimed at addressing the erosion of public trust in the response of the justice system to deaths giving rise to public concern.

The report called for non-means tested public funding for legal representation for bereaved families. The Government recently removed the means test for applications for Exceptional Case Funding in relation to legal representation and advice for inquests – a positive step towards our recommendation, but more work remains to be done. We worked with INQUEST on the Judicial Review and Courts Bill to seek to get this funding included in the Bill, however we were unfortunately unsuccessful.

We also met with Chief Coroner, HHJ Thomas Teague KC to discuss our Report's recommendations.

In June, we held an event “the COVID-19 Inquiry: ensuring justice for bereaved people and survivors” to discuss how the Working Party's recommendations could be utilised to set up the Covid-19 inquiry, which received front page coverage from the Guardian. JUSTICE responded to the consultation on the terms of reference of the inquiry (something we had called for in a letter from Sir Robert Owen to the Prime Minister). We highlighted the steps the Inquiry should take to ensure that the voices of bereaved people and survivors are heard. A number of these were reflected in changes to the terms of reference.

Whilst we did not cover the issue of racial injustice specifically in our Working Party, we are particularly concerned about the disproportionate number of people from Black, Asian and Minority Ethnic backgrounds, particularly those of African descent, who die in contentious circumstances where the State may have played a role. Despite this, during inquests racial discrimination and bias are rarely, if ever, raised as an issue and are therefore not considered. We will be working with INQUEST and the Howard League for Penal Reform to produce a guide for practitioners to assist them in making submissions about the role of racism in deaths in State custody. The guide will also provide practical considerations for how to be an anti-racist advocate. This work will be funded by the Matrix Causes Fund, who provided a grant of £5,440 in 2021–22.

This implementation work on this Working Party was funded by JUSTICE's designated funds.

[Solving Housing Disputes](#)

The Solving Housing Disputes working party report, was launched in March 2020 and chaired by Andrew Arden KC.

Thanks to Therium Access who provided a grant of £30,000, we were able to appoint a new dedicated civil lawyer who commenced in May 2021. This has meant that we have been able to better progress the implementation of this work this year. We have been monitoring the progress of housing mediation pilots set up in response to the Covid-19 pandemic, in particular a possession mediation pilot run jointly by the Ministry for Housing, Communities and Local Government and the Ministry of Justice as well as a 'Conciliation pilot' run by the Tenancy Deposit Scheme, a free-to-use service which covers all types of housing disputes (not just those concerning deposits). We were also involved in the evaluation of the possession mediation pilot. These pilots tie in with JUSTICE's recommendation that alternative dispute resolution play a greater role within the housing dispute landscape and are a step towards JUSTICE's long-term proposal for a new model for dispute resolution for housing: the Housing Dispute Service, which would integrate alternative dispute resolution at an early stage. We met with these bodies to discuss the progress of their pilots and to share the findings and recommendations from our Report with them, with a view to influencing how the pilots are run going forward and ensuring they are properly evaluated. We also contributed to the update report by the Master of the Rolls Working Group on Possession, much of which touched on recommendations made in Solving Housing Disputes, including the use of pre-action protocols in the private rented sector, the need for early legal advice for possession proceedings, and the introduction of legal aid to tackle 'cluster issues' in housing. We have shared the report with senior officials in the Department of Levelling Up, Housing and Communities and have discussed JUSTICE's work on housing with a number of members of the department. We responded to two consultations – the Civil Justice Council's Consultation on Pre-Action Protocols and the Ministry of Justice's Consultation on Legal Aid within the Housing Duty Scheme, highlighting the findings of the Solving Housing Disputes report on these two topics.

[Challenging School Exclusions](#)

The Challenging School Exclusions working party was chaired by Professor Richard de Friend and was published in November 2019.

The pandemic as well as staff capacity has impacted the pace of work in this area. Implementation this year largely took the form of our response to the Department for Education's long awaited consultation on Revised Behaviour in Schools Guidance and Suspension and Permanent Exclusion Guidance. Our response was informed by the Working Party recommendations and highlighted the further clarity on schools' legal duties required in both behaviour and exclusion guidance documents; better guidance needed to create procedurally fair exclusion review processes; the necessity of more accessible guidance for parents and children; the importance of effective child participation in the process; and the full extent of data which should be collected and monitored. We also used our response to draw attention to the root and branch reform that the Working Party deemed necessary to ensure exclusions in England were fair, reasonable and lawful, drawing

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attention to the fact that changes to the guidance documents could not address the more fundamental problems with the system.

Matrix Chambers supported our working party on Challenging School Exclusions with a £3,000 grant in 2018–19 and provided pro bono support. The Society of the Holy Child Jesus (£7,000 in 2019–20 and £5,000 in 2021–22); Peter Stebbings Memorial Charity (£2,500 2020–21); and The Schroder Charity Trust (£4,000 in 2021–22) contributed towards implementation of the report's recommendations.

[Prosecuting Sexual Offences](#)

Recommendations from our 2019 *Prosecuting Sexual Offences* report continue to be worked on. We attended a number of meetings to discuss the report's findings and recommendations. For example, we are a member of the Organisational Support and Services for Child Sexual Abuse and Exploitation Meeting, chaired by Chief Constable Simon Bailey (The National Police Chiefs' Council's lead for Child Protection and Abuse Investigations). JUSTICE continues to interact with the Home Office regarding the Government's new Child Sexual Abuse strategy launch. During this period we were also preparing briefing materials for the upcoming Online Safety Bill, which could see a number of JUSTICE's key recommendations placed into law.

The Dawes Trust is supporting the implementation work of our Prosecuting Sexual Offences working party, with a two-year grant of £21,275 from October 2020, with £8,218 received in this financial year.

[Preventing Digital Exclusion from Online Justice](#)

We continue to work on implementing recommendations from our report Preventing Digital Exclusions which was chaired by Amanda Finlay CBE.

The Judicial Review and Courts Act 2022 establishes a framework for Online Procedure Rules, made by a new Online Procedure Rule Committee, to enable parties to civil, family or tribunal proceedings to use the online procedure. The provisions are similar to those contained in the Courts and Tribunals (Online Procedure) Bill which did not complete its passage through Parliament. We briefed Parliamentarians on the Bill highlighting the need for sufficient safeguards to ensure those who are digitally excluded can initiate and participate in proceedings. Although we were not successful in securing changes to the Act, we will continue to work to ensuring that the new Online Procedure Rules do not result in digital exclusion and that individuals who may be excluded are able to access the support they need to engage with them.

The Government contract for providing Digital Support services to online justice processes was awarded to 'We Are Digital' at the start of the 2022. JUSTICE has been keeping track of information as it has become available since February, and provided input where possible, for example on a proposed triage flowchart for the scheme in February 2022.

This implementation work was funded by JUSTICE's designated funds.

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[Understanding Courts](#)

We continue to promote the principles from our Understanding Courts Working Party, chaired by Sir Nicholas Blake, across all our work streams. JUSTICE lawyers also continue to attend the Litigants in Person Engagement Group and to monitor developments by HMCTS.

One key theme that emerged from *Understanding Courts* is an apparent disconnect between professionals and lay users in court. JUSTICE is keen to understand the role that training providers play in ensuring that professionals (solicitor, barristers, advocates) engage with lay users in a way that ensures they can effectively participate in the legal process. To that end, JUSTICE convened an online roundtable looking at 'training legal professionals to communicate effectively with lay users' which was chaired by Sir Robin Knowles CBE in his capacity as Chair of the Litigants in Person Engagement Group. The roundtable was attended by representatives from regulators and training providers (for both law students and established legal professionals) including universities, CILEX, the Advocates Gateway amongst others. Attendees discussed various aspects of training and professional competence. Drawing on the roundtable, JUSTICE responded to the Legal Services Board (LSB) Consultation on its statement of policy on ongoing competence, focusing on how to ensure that the needs of lay users are best identified and addressed by members of the profession.

Work is also ongoing in terms of identifying means to implement relevant findings from the Understanding Courts report to Scotland. We have worked closely with Brodies LLP to present recommendations to the Scottish Court and Tribunal Service to improve the way information is provided on their websites to make it accessible. We are also working to improve the training that is provided to legal professionals in Scotland to ensure that they are able to communicate effectively with lay court users and to identify those in vulnerable circumstances.

This implementation work was funded by a grant from Therium Access which enabled us to recruit a Civil Justice Lawyer.

[Mental Health and Fair Trials](#)

Nearly two thirds of the recommendations from our Mental Health and Fair Trials working party, chaired by Sir David Latham, have been put in train. However, there is much yet to still be achieved and we continue work on implementing the remaining recommendations of the report.

JUSTICE met with the Head of the National Appropriate Adult Network (NAAN) to discuss avenues for implementation of the MHFT report's recommendations. We separately met with Ivan Trethewey (National Liaison & Diversion, Police & Courts healthcare team, NHS England) and Glyn Thomas (NHS England) to discuss the current state of play with respect to Mental Health liaison and diversion services, in the context of our recommendations.

JUSTICE continues to work with Edmore Masendeke, Early-Stage Researcher and a PhD student on the DARE (Disability Advocacy Research in Europe) Project, based at the University of Leeds. The research project focuses on the communication support that is available to defendants with mental health conditions or learning disabilities during criminal proceedings in England and Ireland,

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including organising a roundtable meeting between communications support professionals in connection with this work.

We were awarded a collaborative PhD in relation to the treatment of suspects in police custody in Scotland (see below) which will include an examination of whether similar issues exist as regards to mental health in this context.

This implementation work was funded by JUSTICE's designated funds.

[Legal Assistance in the Police Station](#)

Our first Working Party report in Scotland was published in June 2018, chaired by the Rt. Hon. Lord Eassie. It looked at the reasons for the high level of suspects waiving the right to a solicitor and the quality of advice and support provided to individuals. Despite a number of the recommendations from this report being adopted, we have since continued low levels of uptake of legal advice by suspects in police custody. We are continuing work to understand why this is and remedy it.

To that end this year, JUSTICE held a panel event on legal assistance in the police station at the Law Society of Scotland's Annual Conference. The event was chaired by JUSTICE Scotland Chair Shelagh McCall KC and the panel consisted of Julia McPartlin, President of the Edinburgh Bar Association, Liam McAllister, Partner at Lefevre Litigation and JUSTICE Legal Director Jodie Blackstock. The event highlighted the importance of protecting the rights of vulnerable people in custody. We also met with Police Scotland officers to discuss the statistics relating to uptake of legal asistances and progress regarding the 'Letter of Rights'.

In August, Katherine Case at the Scottish Government provided an update on the Scottish Government's Working Group on the Letter of Rights, which will be delivering its recommendations in the Autumn. She also provided details of contacts at Police Scotland who could advise on the development of a video version of the Letter.

We were also successful in an application for a collaborative PhD with Professor Jacqueline Hodgson of Warwick University which will look at the treatment of suspects in police custody in Scotland. The PhD will start in Autumn 2023. The PhD will investigate the practical reality of what it means to be a suspect during a police interview in Scotland, including how the suspect's right to a fair trial is accommodated in custody e.g., via their right to legal representation and other safeguards before and during questioning. It is intended that the PhD will provide new data that can be used to further push for the recommendations contained in Legal Assistance in the Police Station to be implemented. It is also envisaged that the PhD might shine light on new developments / new learning that, in turn, can be used to update the recommendations contained within JUSTICE's report.

This implementation work was funded by JUSTICE's designated funds.

Other projects

Remand Decision-Making in the Magistrates' Court

Magistrates' courts deal with the vast majority of criminal cases in the UK. However, very little data is available to understand how magistrates and district judges in the magistrates' courts make their decisions. In particular, there is a distinct lack of information available on how decision-makers in the magistrates' courts determine bail. Whilst decision-makers are required to give reasons for their decisions with respect to bail, this information is not made publicly available. It is therefore difficult to assess whether the law is being properly applied. Moreover, this lack of information undermines efforts to identify and address any concerning trends that might exist.

To better understand decision making in the magistrates' courts JUSTICE is undertaking observational research of remand hearings. We are being assisted by students at University College London, Newcastle University, Nottingham Trent University and Exeter University and lawyers at Reed Smith LLP and Skadden, Arps, Slate, Meagher & Flom LLP. The aim is to gather data to understand if there are any problematic patterns of decision making in respect of remand issues and possible systemic issues, particularly around racial and gender bias.

We will use the outcomes of this research to help understand how to improve the processes and outcomes in respect of powers to remand individuals in custody in the magistrates' courts. Improving decision-making in the magistrates' courts with regard to their powers to remand in custody is crucially important given the large number of individuals imprisoned under them and the lengthy delays in standing trial. Improving decision-making should result in a greater proportion of defendants being remanded on bail rather than in custody, allowing them to retain their community involvement, family life, and employment – important factors in reducing future offending. It will also benefit ethnic minority defendants, who are far more likely to be remanded in custody than their White counterparts.

Delivering Administrative Justice After the Pandemic: What can we learn about digitalisation and vulnerable groups?

Heidi Bancroft, the Secretary to the AJC has been working on a separate Nuffield Foundation funded [research project](#) with a group of academics from University of Westminster, UCL and LSE. The research team have been examining the effect of rapid digitalisation on the delivery of justice, identifying the effects on access for marginalised groups and exploring how trust can be built and sustained in parts of the justice system affected by the pandemic. The project focuses on Special Educational Needs (SEND) and Disability; and housing and looks at the overlap in ombudsman scheme and tribunals in four institutions: the local government and social care ombudsman and the SEND tribunal; and the housing ombudsman and the property chamber.

The University of Westminster has been awarded a grant to administer this project and have subcontracted Heidi Bancroft of JUSTICE to support the project through an administrative and research role, as a Research Assistant (RA). The project started in September 2021 and will complete in February 2023, the total funding for this project for JUSTICE is £32,834 with £12,681 received in

this financial year. Heidi has worked with the research team to produce surveys for users of the institutions, advice service organisations and case handlers at the four institutions; conduct interviews of service users and service providers and produce two user guide videos on the pursuing of an appeal/complaint into two specific housing and SEND problems. An interim report has also been published on the overlap between ombudsman schemes and tribunals in the two jurisdictions and mapping the pathways to justice.

Briefing on legislation and public consultation

JUSTICE continues to disseminate detailed submissions on relevant legislation and respond to consultations of Government, select committees and the judiciary that are relevant to our priorities. These are reasoned memoranda that include discussion of relevant law. They are designed to assist parliamentarians of all parties in scrutinising legislation and Government and other bodies in their considerations of the reform of their processes. This year has seen JUSTICE engage in a significant amount of briefing and consultation work due to the heavy legislative agenda and the significant threat that many of these proposals pose to access to justice, the rule of law and human rights. We briefed on four significant pieces of legislation – the Overseas Operations (service Personnel and Veterans) Act 2021, the Police, Crime, Sentencing and Courts Act 2022, the Nationality and Borders Act 2022 and the Judicial Review and Courts Act 2022 (JRCA) – and responded to 14 consultations, covering a range of access to justice, rule of law and human rights issues.

In particular, work on rule of law and constitutional issues raised by the PCSC Act, judicial review reforms and proposed Human Rights Act reforms took a considerable amount of time this year. Joseph Rowntree Charitable Trust supported this work with a three-year grant of £71,597, of which £23,864 has been received in this financial year.

Following our work last year on the Independent Review of Administrative Law (IRAL), we responded to the Government's consultation on judicial review reform. We opposed the majority of the proposals which would have severely limited judicial review and therefore Government accountability. We were therefore pleased that the majority were not taken forward in the JRCA. One of the proposals that was taken forward was suspended quashing orders – something we had suggested in our response to the IRAL. The JRCA also introduced prospective only quashing orders, which we opposed on the basis that they will deny redress to claimants and other impacted by unlawful measures. Whilst we were not successful in removing them from the Bill, we did get the Government to remove a presumption in favour of their use.

This year, the Government also published a consultation on proposals to repeal the Human Rights Act and replace it with a Bill of Rights. We reconvened our expert Advisory Group, chaired by Sir Michael Tugendhat, which was originally set up to inform our response to the Independent Human Rights Act Review (IHRAR). We submitted a detailed response to the consultation, drawing on the expertise of the Advisory Group, our response to the Independent Human Rights Act Review and additional research and evidence. We were particularly concerned with the lack of evidence put forward by the Consultation to justify the proposed changes. In our view the Human Rights Act is working well and the proposals will reduce rights protection in the UK, increase uncertainty and

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litigation, contravene the UK's international obligations under the European Convention on Human Rights and have a significant impact on the devolved settlements. In February we hosted an online event exploring the proposals. The event was chaired by Sir Michael Tugendhat and the panel comprised Professor Alison Young (Sir David Williams Professor of Public Law at the University of Cambridge), Raza Husain QC (Matrix Chambers), Guglielmo Verdirame QC (Twenty Essex Chambers), and Deok Joo Rhee QC (39 Essex Chambers).

We were supported with pro bono assistance by Clifford Chance LLP, King & Spalding LLP, Herbert Smith Freehills LLP and Reed Smith LLP.

Our responses over the financial year can be found at: <https://justice.org.uk/our-work/bcr/>

Third Party Interventions

Nealon and Hallam v UK

We filed written submissions with the European Court of Human Rights at the end of the last financial year, having been given permission to intervene in this long-running case concerning compensation for miscarriage of justice. The Government and the appellants filed their observations. We are still awaiting directions from the Court.

Administrative Justice Council

The Administrative Justice Council (AJC) was set up to ensure that the administrative justice system is more accessible, fair and effective by improving administrative decision-making, simplifying appeals, complaints procedures and redress mechanisms, and ensuring access to justice for some of the most vulnerable people in society. The AJC is funded by the Ministry of Justice (£20,000 this financial year) and Trust for London (£15,000 this financial year). JUSTICE provides office space, line management and covers any costs not covered by these grants from unrestricted funding.

In July 2021, the Administrative Justice Council appointed a new Chair, the current Senior President of Tribunals, Sir Keith Lindblom, who took over from his predecessor, Sir Ernest Ryder. It also appointed a deputy chair, Rosemary Agnew, the Scottish Public Services Ombudsman. In addition, the AJC re-elected existing members and recruited new members for the second term.

Details of the work carried out by the Administrative Justice Council are outlined in the JUSTICE annual review (p20–21).

Events

Due to the restrictions related to the global pandemic most of our events in 2021–22 have continued to be virtual. We had 1,281 people attend our events during the 2021–22 financial year. Below is a list of the free events we held, the majority of which were open to the public:

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- The COVID-19 Inquiry: ensuring justice for bereaved people and survivors, 23 June 2021
- Reforming Benefits Decision-Making report launch, 8 July 2021
- Tom Sargant Memorial Lecture 2021 with Sir Geoffrey Vos, 4 November 2021
- Reforming the Windrush Compensation Scheme report launch, 15 November 2021
- Barriers and Threats to Access to Justice in the Immigration and Asylum System, 7 December 2021
- Releasing people from prison: the parole system of England and Wales report launch, 20 January 2022

We continued to host our Annual Human Rights Law Conference (11–12 October 2021) which was again held remotely, this time over two days. This year we heard keynote addresses from Harold Hongju Koh, Sterling Professor of International Law at Yale Law School, Maya Lester KC, Brick Court Chambers and Professor Leslie Thomas KC, Garden Court Chambers and Professor of Law at Gresham College. The engaging cross-party political panel discussed *Covid-19 and Human Rights*. We also held an additional session on *The Afghanistan crisis and the UK's legal obligations to the Afghan people* delivered by Samantha Knights KC, Matrix Chambers.

The Human Rights Conference attracts professionals from across the legal profession. Managing it in-house means that we are able to charge a much more affordable fee and offer discounted rates to members, which gives us a more diverse audience.

We also hosted our Student Conference (9–10 March 2022) remotely across two evenings. We had a keynote address from Zehrah Hasan, Garden Court Chambers, and a panel discussion on the Russian/Ukraine conflict and the Rule of Law with James Onalaja, 187 Chambers, and Sultana Tafadar KC, No5 Barristers Chambers. As well as workshops from the JUSTICE staff on *Protecting access to justice in an age of outsourcing*, *Anti-social orders? A review of preventative behaviour orders in the UK*, *Access to justice and the Nationality and Borders Bill*, and *Releasing people from prison: the parole system of England and Wales*.

In addition to the above, JUSTICE staff members attended and spoke at a wide range of virtual conferences and events.

Development

Membership

Last year we set ourselves the goal of 10% growth for membership income, after reaching our highest membership to date in 2020–21. We hoped to achieve this through streamlining our membership processes and reviewing benefits to create a better membership experience; expanding our audience and reach through social and traditional media, strategic communications, and targeted messaging; and finally, continuing to host a suite of virtual and in-person events, to allow better engagement across the UK and for the international supporters we gained during the pandemic.

Despite our efforts detailed below we have seen a decrease in members in 2021–22 and at the end of the financial year, JUSTICE had 1,825 members (down from 2,066 in 2021), this resulted in a

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decrease in membership income with a total of £100,830 (£105,348 for 2020–21). This decrease mainly relates to student members (c70%), who we have more of a transactional relationship with; they will join to attend an event or apply for an internship but do not always continue to engage or renew, and frequently sign up with university emails which they then lose access to, so we cannot continue to contact them. We also held fewer JUSTICE member events which we know are good for recruiting and retaining members, this was due in part to leadership role changes, we had a period of four months without a Director / Chief Executive, meaning that it was harder to arrange speakers and events, as the Director had been key to this. We also believe that virtual events lost their appeal following the easing of Covid-19 restrictions but we were cautious of arranging in-person events due to uncertainty with restrictions and new variants.

We continue to look at ways of growing and retaining our members and our focus in 2022–23 is to recruit more corporate members and expand our membership regionally. We are also reviewing our messaging and our website to demonstrate more clearly the benefits of being a JUSTICE member and are planning to hold a member event each quarter to continue our previous years engagement.

In 2021–22 we worked hard to streamline our membership processes in a number of ways which included:

- encouraging members to pay by Direct Debit, which reduces our administrative time and costs, 60% of members now pay by direct debit;
- segmenting our membership event emails and monthly newsletters to encourage lapsed members to renew so that they may sign up for events; so far, with some success;
- Launching a 'dropped membership' campaign to encourage re-joining resulting in five higher category members rejoining by the end of 2021–22; and
- launching a membership upgrade campaign, to encourage those in time-specific membership categories to upgrade as they progress in their careers. At the end of 2021–22, thirteen members have upgraded to a higher level of membership.

This year, we have had significant success with expanding our audience and reach through social and traditional media, strategic communications, and targeted messaging. On social media, we have focused on LinkedIn, as a platform for professionals it is uniquely placed to spread the work of JUSTICE. We have adapted our content and style to encourage organic growth, whilst also including links to our page in our post-event emails. This has resulted in an increase of 2,120 followers. We have taken a similar stance with Twitter where we increased our followers by 838 over the year, as well as having started to use more accessible language to encourage engagement and retweets. With traditional media, we have started to target our press releases, to ensure they reach relevant journalists. We have achieved wider coverage with a broader readership, including what we believe to be, JUSTICE's first reference in the [Financial Times](#), and [The Big Issue](#) who have covered our Windrush work [repeatedly](#).

We continued to host virtual events for members in 2021–22, on a number of topical issues as detailed below. We also trialled a series of Working Parties at Work events, to showcase the impact of our work so that our donors can better understand the impact their donation is having, and to encourage membership. We trialled two different virtual events, one discussing the Covid-19

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inquiry, and one looking at the Nationality and Borders Bill in light of our immigration report; the Covid-19 event generated a [front page story in the Guardian](#). These were well attended, with promotion targeted at firms and chambers specialising in the topics discussed, and whilst they did not result in new members or donors, they were useful in maintaining relationships with our existing donors. In future, we intend to revisit this concept and are considering holding events which can showcase our work, whilst linking to topical issues, therefore attracting a broader demographic of attendees. We are also discussing different ways to showcase the impact of our work through our website and communications.

In May 2021, we held a members' only event featuring a panel of experts discussing why racial diversity in the senior judiciary matters, the obstacles to the appointment of Black, Asian and Minority Ethnic judges, and will explore what can be done to increase the appointment of candidates from racial minorities. Our panel included Dame Ingrid Simler (Head of Equality and Inclusion for the judiciary), Nkumbe Ekaney KC (1 GC, a Deputy High Court Judge), Maya Sikand KC (Doughty Street Chambers), HHJ Anuja Dhir KC (Judicial Appointments Commission Commissioner), and I. Stephanie Boyce (President of the Law Society of England and Wales). This generated four new members.

In September 2021, we ran a series of webinars aimed at our student members. Each evening was focused on a different area of opportunities within the legal profession – the Bar, Solicitors, Government, and NGOs and the Charity Sector. The panel listed below discussed their different paths into the law and the hiring processes involved. This resulted in 44 new members.

- Emma Foubister, Matrix Chambers
- Mia Haki-Law, Director Of Operations and Human Resources, Garden Court Chambers
- Robin White, Old Square Chambers
- Katie Everett, Trainee Solicitor, Irwin Mitchell
- Maya Grantham, Solicitor, Leigh Day
- Georgina Naylor, Early Careers Manager, Irwin Mitchell
- Alex Temple, Public Law Solicitor, Bindmans LLP
- Saira Ahmed, Lawyer, Constitutional and Social Care Public Law Team, Government Legal Department
- Michael Jennings, Principal Legal Advisor, Ministry of Justice
- Liam Evans, Joint Committee on Human Rights
- Michael Olatokun, Research Leader in Citizenship and the Rule of Law; Head of Public and Youth Engagement, Bingham Centre for Human Rights
- Anna Spencer, Trainee Solicitor, The Howard League for Penal Reform
- Alex Woolhouse, Pro Bono & Legal Strategy Coordinator, Mermaids

In February 2022, members met to discuss the proposals for a 'Modern Bill of Rights' put forward in the Government's consultation. Chaired by Sir Michael Tugendhat, this event brought together an expert panel of speakers, including Professor Alison Young (Sir David Williams Professor of Public Law at the University of Cambridge), Raza Husain KC (Matrix Chambers), Guglielmo Verdirame KC (Twenty Essex Chambers), and Deok Joo Rhee KC (39 Essex Chambers). Seven members joined to attend this event.

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We held our second virtual Annual General Meeting (AGM), in November 2021, over Zoom, ensuring that members across the country could participate. Seventy members joined us to hear reports on our work and fundraising from Peter Binning, Karyl Nairn KC, Chair of the Development Board, and Sandra Paul, who reported back on our important working party report, *Tackling Racial Injustice: Children and the Youth Justice System*. The members re-elected four Board Members for another term and appointed one new Board member and four new Council members. The AGM was followed by our annual Tom Sargant Memorial Lecture, delivered by Sir Geoffrey Vos, Master of the Rolls speaking on 'How judges work: A reappraisal for the 21st Century'.

Fundraising

Our fundraising plan for 2021–22 was to continue to focus on diversification of our income, our membership, our donors, our supporters, and our advocates as we entered yet another year of uncertainty. We had some success in broadening our current income streams and attracting new funders with grants from seven new trusts, or corporations. We were especially gratified to receive more support from corporate foundations and corporate donors including from The Clifford Chance Foundation and Doughty Street Chambers Supported Causes Fund. We were also successful in increasing donations from existing trusts and from one-year pledges to multiyear pledges. For example, the Treebeard Trust not only increased their giving but also pledged for two years instead of one. Good stewardship also allowed us to retain many of the new donors we had attracted over the 2020–21. We were also able to secure funding from an academic funder through Westminster University.

We have worked hard improve the experience of our JUSTICE60, Friends and major donors. Working closely with the Development Board, especially Chair of the Development Board, Karyl Nairn KC and chair of the JUSTICE Board, Peter Binning to ensure that these donors remained engaged with JUSTICE and its impacts and felt confident to recruit others to support JUSTICE. While looking to diversify our audience we were particularly successful in increasing support from corporate donors, both pro bono and financial.

Unfortunately, despite the hard work detailed above and below, we saw an overall decrease in our donation income of just over 3% (£461,305 this year down from £475,926 in 2020–21). As predicted last year, corporate funding has increased and we continue to see more engagement from our corporate supporters after the uncertainty of the pandemic. Our individual donations have not been as successful and we have seen a drop in general donations and our number of Friends, as detailed below. We believe that these challenges are due to the wider economic uncertainty, and our inability to hold in-person fundraising events which we had hoped to do at the tail end of the year. Our Director has always been a key player in securing individual donors and the gap between Andrea leaving in October and Fiona joining in February certainly also had an impact on levels of individual giving. In 2020–21, we were also fortunate to have a generous anonymous donor agree to match up to £40,000 in new donations, which was reached and brought a much-needed boost to our income in a difficult year, due to this our general donations are lower in 2021–22 than they were in 2020–21.

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We had anticipated to see a larger increase in our JUSTICE60 giving group (a special group of supporters who individually pledge to donate £6,000 or corporately £10,000 a year for three years to JUSTICE) but only saw two new members join in 2021–22. That said in 2020–21, we saw seventeen members decide not to renew and this year we only lost one member. This sees us end the 2021–22 financial year with 47 JUSTICE60 members and an increase in donations (£287,430 2021–22 up from £286,000 in 2020–21).

We continued in the first half of the year to host events virtually so that people could attend from wherever the pandemic had led them. These were well attended, but we did not see the upturn in recruitment we had expected. As the pandemic continued there was an inevitable reduction in emergency giving which may well have reduced our ability to recruit supporters. Later in the year, following an increase in the appetite for face-to-face events we planned in-person events again, however these were thwarted by the rise in Covid-19 from December 2021 onwards further reducing our ability to recruit new members.

Our events during the year included a virtual Supper Club with former Chancellor of Exchequer, Alistair Darling in April and another in June with former Director General of MI5 and member of the House of Lords, Baroness Manningham-Buller.

We are extremely grateful to all our JUSTICE60 members, past and present, for their continued support during one of the most difficult fundraising years in history and especially, to our loyal and hardworking Development Board Chair, Karyl Nairn KC.

JUSTICE ended the 2021–22 financial year with 123 (129 in 2020–21) Friends of JUSTICE; these are our regular donors who donate at least £240 per year and provided us with £36,912 (£36,867 for 2020–21) of unrestricted income. This year we held a Friends recruitment event via Zoom in April 2021, with our Board member, Sir Michael Tugendhat, who spoke on our work on the Independent Human Rights Act Review. We also held our annual Friends appreciation breakfast in December 2021, where Friends heard from Professor Nicola Padfield KC on our 'A Parole Board fit for Purpose' Working Party, which she Chairs. We are hoping that our next Friends recruitment event, planned for May 2022 will be in-person and more successful in recruiting more Friends.

In June, we held our second Inspiring Women fundraising conference, which raised £3,632. Nine successful women working in different areas of practice shared their stories of careers in the law, before taking questions from the audience. Speakers included Lady Justice Rose DBE, Lisa Osofsky, Professor Nicola Lacey, HHJ Khatun Sapnara, Claire Walter, Felicity Gerry KC, Sandra Paul, Tessa Khan, and Dame Vera Baird KC DBE. The event took place over Zoom for three days; due to the relaxation of Covid-19 restrictions and the summer weather, we did not sell as many tickets as we would have liked, which could have also been due to "Zoom fatigue".

JUSTICE's Development Board, chaired by Karyl Nairn KC, continued to focus on growing our fundraising pipeline for; the JUSTICE60, major and corporate donors..

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We are grateful to the JUSTICE Board, Council, Development Board, JUSTICE60, Friends, Members and partners that supported us with donations and introductions in this difficult and turbulent year. We would not have been able to do it without their support.

Trusts and foundations and corporate support

Our income from Trusts and Foundations and corporate support has increased this year, by just under 12% (£315,730 up from £282,288 in 2020–21).

We knew that Trusts and Foundations would again play an important role in our income again in 2021–22. This year, as well as applying to 32 new funders, which resulted in nine new funders for JUSTICE, we focused on repeat funding from existing funders and converting restricted funding to core through improved stewardship. Whilst good stewardship allowed us to retain many of the new donors we had attracted over 2020–21, the conversion to core funding was not entirely successful in this year, instead we saw an increase in restricted funding of just under 40% and a decrease in core funding of just over 35%. We believe that this may be due to funders becoming more cautious coming out of the pandemic, having given (mostly) unrestricted emergency funding throughout, we are now seeing a more relaxed approach coming to the fore again and we expect to reap rewards from our efforts in the coming financial year. The Development team also continued to focus on maintaining our relationships with Corporates and increasing the support we receive either in the form of monetary donations or pro bono support, this led to increased research requests from corporates than in previous years, including requests for help for our response to the Human Rights Act consultation in early 2022.

The work above resulted in us being awarded new grants totalling £181,321 (£126,168 received in this financial year from Trust and Foundations), as well as £54,980 in new income from Corporates and other supporters. Of the funds received in 2021–22, £42,268 was from new funders and £138,880 was from new grants awarded by previous funders. Considering the continuing competitive Trust and Foundation environment, this is a significant achievement especially as several existing foundations have agreed to continue funding in the coming years.

Over the year, we have received a number of grants from Trusts and Foundations and donations from Corporates, both as restricted and unrestricted income, detailed below.

Restricted income increased by just under 40% to £247,330. We received new restricted grants or donations from:

- Blackrock (£4,799) to support Improving Benefit's Decision-making implementation.
-
- The Clifford Chance Foundation (£4,328) to support our work on reform in our family justice system through our *Improving Access to Justice for Separating Families Working Party*.
- Dechert LLP (£5,000) to support *The 'Reforming the Windrush Compensation Scheme' Working Party*.
- Hogan Lovells International LLP (£2,500) to support our 'Parole System fit for Purpose' Working Party.

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- Matrix Causes Fund (£5,440) to support our work on Racism and state related deaths.
- The Schroder Charity Trust (£4,000) and the Society of the Holy Child Jesus (£5,000) to support implementation work from the *Challenging School Exclusions Working Party* report recommendations.
- Simmons & Simmons (£10,000) to support our Outsourcing Working Party.
- Therium Access (£30,000) towards the salary of our Civil Justice Lawyer.
- Treebeard Trust (two-year grant of £50,000, £25,000 received in this financial year) to support our work on reform in our family justice system through our *Improving Access to Justice for Separating Families Working Party*.
- The 29th May 1961 Charitable Trust (£5,000) to contribute towards our *Solving Housing Disputes* implementation work.
- Westminster University (18 month contract for £32,834, £12,681 received in this financial year) towards salary costs for staff time spent on a research project 'The court reform programme and the response to the pandemic'.

The Barrow Cadbury Trust, The Blagrove Trust, The Dawes Trust, The Joseph Rowntree Charitable Trust, Standard Life Foundation, Trust for London and the Ministry of Justice continued to support us with restricted multi-year grants on existing projects, details of which can be found in the policy section of this report (page 8).

Unrestricted support decreased by just over 35% to £68,400 (£105,500 in 2020–21). We have received new unrestricted grants or donations from:

- The Allen & Overy Foundation (£10,000),
- The Alexander Mosley Charitable Trust (£25,000),
- The Blagrove Trust (£400),
- Doughty Street Chambers Supported Causes Fund (Three-year grant of £15,000, £5,000 received in this year)
- The Jolanta and Max Neufeld Charitable Trust (£5,000),
- The Golden Bottle Trust (£1,000),
- The Leri Charitable Trust (£10,000),
- Reed Smith LLP (£5,000),
- The Stewarts Foundation (£6,000).

The Laura Kinsella Foundation (£1,000) continued to provide unrestricted income towards our core costs.

We are very grateful to the Trust and Foundations and Corporations who have supported our work during this difficult year.

Approach to fundraising

JUSTICE employs a Development Director who manages our Fundraising Officer, Membership and Communications Coordinator and Development Administrator and takes the lead on our fundraising activities. Our main focus for fundraising is around major donors, Corporate support and grants

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from Trust and Foundations. We host small events throughout the year to attract potential donors. Any fundraising events are organised by our Development team. JUSTICE does not use professional fundraisers or involve commercial participators. There have been no complaints about fundraising activity this year.

Beneficiaries of our services

Our system-change approach benefits all those involved in the justice system include practising lawyers, judges, students of law and policymakers interested in the development and protection of the rule of law and human rights, and the public at large, who benefit from a robust justice system that protects their rights.

Financial review

For the year ended 31 March 2022, JUSTICE recorded a net deficit, before other recognised gains and losses, of £84,180 (March 2021: £46,627 deficit). Our investments did not perform as well as in 2021 and this year they made gains of £4,655 reducing our deficit to £79,525 (March 2021: £15,159 deficit). This is a higher deficit than we anticipated but 2021–22 has thrown many a challenge at the JUSTICE team, with staff changes from our Director leaving in October 2021 and her replacement not starting until February 2022; uncertainty around in-person events with the resurgence of COVID-19 and the return of restrictions which led to cancellation/postponement of fundraising events and issues with our building at 59 Carter Lane, which has led to unexpected costs and the loss of our long-term tenants.

Income

Total income received in 2021/22 decreased by just over 1% to £900,273 (2021: £911,346). Details of how this has arisen are shown below.

Donations and legacies

The level of donations and legacies saw a decrease in 2021–22 to £461,305 (2021: £475,926), this is mainly due to a drop in income from general donations, in 2020–21 we ran a matched funding campaign when a very generous donor offered to match donation income up to £40,000. We found it difficult to attract new funders this year as mentioned earlier in this report.

We have seen a small increase in our JUSTICE60 members, Friends and donated services donations which is the result of the hard work of our Development team, supported by the Development Board and the generosity of our supporters.

Charitable activities

Income towards our Research and Education activities has increased for 2021–22 (2022: £326,047, 2021: £299,483), this down to the hard work of our Fundraising Officer, Trust and Foundation Fundraiser and Development Administrator who have identified new sources of Trust and Foundation and Corporate income. This has led to several grants from new funders, to add to our existing multiyear grants.

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Membership income has decreased by nearly 4% this year to £100,830 (2021: £105,348), this is detailed above under membership.

Trading activities

Income for our trading activities has decreased by over 84%. This is mainly due to our tenants moving out in 2021 and us having to refund rental payments due to issues with our building that made it unsafe to occupy. We were able to host a virtual fundraising event this year but it did not produce as much income as our in-person events.

Investments

Investment income was £8,386 (2021: £8,805). We will be carrying out a review of our investment holdings in 2022–23.

Expenditure

Total expenditure in 2021/22 showed an increase of just under 3% (2022: £984,453 v 2021: £957,973).

Staff costs

Staff costs account for nearly 86% of the total costs of the organisation and have increased by just over 3% from 2020/21. This increase mainly relates to staff recruitment for our new Chief Executive, and consultancy relating to the review of Carter Lane and whether to sell or retain and refurbish the building. During the year the total average FTE headcount decreased to 16.1 (2021: 16.3), and the employed number decreased to 19 (2021: 20). Further details of staff costs and staffing levels can be found in notes 6 & 7 to the accounts and the staffing and volunteers section of this report.

Costs of generating funds

The cost of generating funds which makes up just under 11% of our overall expenditure, has increased this year from £98,223 to £107,973. This includes fundraising salary costs, costs associated with fundraising materials and publicity expenditure plus an allocation of salary and overhead costs based on staff time attributable to the fundraising function, more details can be found in note 1 (j) of the accounts.

Endowment Fund

JUSTICE holds the freehold property on Carter Lane, which was purchased as part on an appeal back in the 1990's, and some listed investments (Charishare) which are held as part of an expendable endowment fund. During the year in question, the endowment was used to fund depreciation on fixed assets. These investments form part of our reserves.

Designated Fund

Designated funds have been set aside by the Trustees to fund staff time spent on our Working Parties, which are not always attractive to funders but form an essential part of JUSTICE's work and the Administrative Justice Council.

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The charity has sufficient resources to settle its liabilities as they fall due in the foreseeable future.

The Finance Committee reviews our investments at every meeting. We have not needed to draw down on these during the year. This year our investments made a gain: the value at 31 March 2022 was £290,548, up from £285,893 at 31 March 2021.

Principal risks and uncertainties

JUSTICE's risk management strategy, includes a Strategic risk register which details the external risks to JUSTICE which are identified as important but outside of our control, with the effects mitigated through response plans and management actions. Risks associated with our operations and projects continue to be managed through our operational risk register. See below for a summary of the risks covered in the Strategic risk register.

These risks are overseen by the relevant staff members and the Finance Committee. Our Finance Committee is now developing an assurance framework to test that internal controls are working properly, and they will provide regular updates to the Board on the outcome of these.

The main strategic risks for JUSTICE are as follows.

1. **External influences:** A decline in funding and donations due to external influences such as Covid-19, Brexit or resultant economic downturn, which increases our risk of financial instability and could impact the security of our funding streams.

This risk is mitigated through: A diverse funding base which includes members, Trusts and Foundations, Corporates, JUSTICE60 donors, Friends of JUSTICE and other regular donors, which is in line with our fundraising and organisational strategy. An engaged Development Board and Chair who are focused on identifying new sources of funding. A strong reserves position to ensure sustainability, with the added security of owning the building should we need to access additional funds in the event of financial uncertainty. A regular review of our reserves policy.

Further management actions have been agreed which include: development of longer financial projections, so we are more aware of funding needs for future years in addition to the current financial year; and drawing up contingency plans to handle a cut in funding at various levels.

2. **Data breach:** Loss of data through data breach, cyber-attack, server failure or human error. Cyber-attack is now one of the largest concerns for businesses. Despite adoption of all recommended protections and processes, the changing nature of cyber-attack means that there will still be a risk, which we will be unable to completely mitigate or manage. A data breach or cyber security incident could result in legal, contractual and/or regulatory consequences, as well as reputational damage.

This risk is mitigated through: having a dedicated IT supplier who ensure that we have strong IT systems in place, Firewall and antivirus software installed, software and operating systems regularly updated with security patches, and our database and email are hosted securely in the cloud. In March 2021 we upgraded our network to SharePoint so the whole network is located

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offsite and hosted by Microsoft Azure. We have clear Data Protection, Data Breach and IT policies which staff are regularly reminded of and all staff received online GDPR and cyber security training annually. We have Cyber Essentials Plus certificate which renews annually and sees our network, policies and procedures independently audited and tested. We also have cyber security insurance in place, to insure us against an unfortunate breach.

Further management actions have been agreed which include: Develop an assurance process to ensure compliance with policies.

3. **Demonstrating impact:** As a law reform organisation working to strengthen the justice system through practical proposals for reform, it can sometimes be difficult for JUSTICE to demonstrate impact. This could lead to key funders withdrawing or significantly reducing funding, because they perceive that JUSTICE is not being effective, demonstrating impact, or is not undertaking activities that fit their funding priorities. This would increase our risk of financial instability, could impact our staff numbers and lead to a reduction in work output, with knock-on effects for management and administrative overheads. Cutting management and administration staff would reduce the charity's capacity to regrow.

This risk is mitigated through: close liaison with key funders to ensure that we understand their expectations, share and invest them in our vision and regularly update them on our work and impact; ongoing research of alternative funding sources and; monitoring the impact of our work. We have developed a Theory of Change based on our 2021–24 Strategy, which provides detailed monitoring and evaluation methods to capture evidence of our impact.

Further management actions have been agreed which include: A review of our monitoring and evaluation indicators outlined in the Theory of Change to ensure we are accurately capturing the impact of our working party recommendations and collecting evidence for funding reports and applications; continued research into alternative forms of funding for charitable activities and; development of contingency plans to handle a cut in funding at various levels.

4. **Reputational:** Media or other organisations publish highly critical, slanderous and/or inflammatory opinions on our work, which could result in a loss of reputation for excellence and impartiality; confidence of Council members and/or members and/or donors of JUSTICE.

This risk is mitigated through: policy initiatives grounded in and supported by JUSTICE working party reports or external research findings and aligned with strategic aims; ongoing discussions with the Director, Board and other expert stakeholders for the duration of the project, with risk considered as part of these discussions; wherever possible evaluation, or at a minimum engagement, by academic partners; a communications plan in place around the operation of the project including the nature of the questions being tested and the release of any report; and a response plan has been developed which staff can follow plan to manage any reputational risk following negative media commentary.

Further management actions have been agreed which include: Maintain and develop relationships with academic partners and other experts and keep response plan under review.

5. **Loss of building:** Loss of use of the building, through flood, failure of maintenance or complete loss through fire or external event such as a terrorist attack. JUSTICE being without a base and clear working model.

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This risk is mitigated through: Infrastructure in place for remote working, Covid-19 lockdown and continued remote working has demonstrated that operations can continue effectively. Good insurance coverage in place and a Business Continuity Plan. Temporary desk space and collaborative working spaces provided for staff that require it. In the process of sorting through contents of Carter Lane to decide what to archive for historical purposes, destroy or keep for company archive.

Further management actions have been agreed which include: Review Business Continuity Plan and develop and test response plans. Review communications plan to handle such events. Review archive storage in the basement.

During 2021, our response to strategic risk five was tested when we carried out a building survey which showed that our freehold building at 59 Carter Lane was in a very poor state, with significant problems relating to the boiler, accessibility issues, and health and safety. These issues meant that the Board had to make a decision that staff could not return to working from Carter Lane and instead desk space was kindly provided by Charles Russell Speechlys, Corker Binning, Freshfields Bruckhaus Deringer LLP, Linklaters LLP, and Karyl Nairn KC, allowing the staff to get together on a weekly and monthly basis. The Board formed a sub-group of Board members, property and financial consultants to review the options and make a decision on next steps. Following a huge amount of research and analysis, the Board made the difficult but pragmatic decision to sell. The staff are now in the process of sorting through the contents of Carter Lane and will begin a process of considering how we need to work to be most effective at our jobs and to best deliver the aims of the charity.

Reserves policy and going concern

Both the Board and JUSTICE's supporters recognise that the organisation operates in a policy environment that requires a long-term commitment if it is to achieve its mission. Being a research and educational organisation, it is the work undertaken by JUSTICE's staff that forms JUSTICE's charitable activities. Therefore, it is the view of the Board that JUSTICE needs a reserves level that will enable it to continue to attract the highest level of legal expertise and, in so doing, meet its long-term commitments to its supporters and beneficiaries.

Each year the Board reviews the reserves policy, taking into consideration any major risks and the impact these could have on planned income and expenditure. Our current policy is that unrestricted reserves, on average are equivalent to at least six months' of running costs (c£566,000 based on our 2022-23 budget), are needed if JUSTICE is to deliver on its commitments, meet the long-term expectations of its supporters and beneficiaries, and continue to attract the highest level of legal expertise with which to do so.

At the close of 31 March 2022, JUSTICE had £510,136 (£477,797 2020-21) in general reserves which falls short of the Board's reserves policy. JUSTICE's reserve funds are held in a mix of deposit accounts and fixed interest and equity-based common investment funds, with the aim of achieving a combination of income and capital growth.

These reserves are comprised of general unrestricted funds and endowment funds that are not tangible fixed assets (general unrestricted funds of £402,667 less tangible fixed assets of £7,121 plus our expendable endowment investments of £114,590). See note 15a of the accounts for more details.

The 2021–22 financial year, has been a difficult one for JUSTICE, with increased expenditure resulting from unexpected issues with our Freehold building and changes to our Senior Management Team, which saw our Director Andrea Coomber KC (Hon) leave in October 2021, our Legal Director Jodie Blackstock leave in August 2021 and our Director of Development go on Maternity leave. These changes and the uncertain economic climate led to a drop in income for JUSTICE and led to our reserves dropping below our reserves policy. Given the 2022–23 budget also predicts a deficit of just under £120k this would mean a further decline in general unrestricted funds at the end of the 2022–23 financial year and further impact on the reserves.

The Finance Committee and Board are monitoring this closely and are optimistic that we have the plans in place to meet the fundraising targets set in 2022–23 budget. This combined with the plans to sell our building at 59 Carter Lane, launch a matched funding campaign to find a new property for what might become a 'JUSTICE hub' and provide additional income to design a new model providing a more sustainable financial position, mean the Board are confident we will weather the storm.

JUSTICE's Board will continue to review its reserves policy on an annual basis and will keep its investment and treasury management policy under regular review, particularly in the light of reduced deposit interest rates.

Plans for the future from JUSTICE Chief Executive, Fiona Rutherford

JUSTICE has another exciting but challenging year ahead and I am looking forward to beginning my first full financial year with JUSTICE.

Whilst some of the staff and our supporters are saddened by the sale of our office at 59 Carter Lane, we are also extremely excited by the opportunity to consider how we can be most effective at our jobs, to best deliver the aims of the charity. We are also keen to identify how JUSTICE can be more sustainable, both financially and environmentally. As mentioned above, we are considering creating a JUSTICE Hub, to foster innovation and encourage collaboration across the justice sector and beyond. It might also provide a useful 'touchdown' location for our out of London members and a place to meet and work with our team and find out more about our work. I would really value views on this – please do get in touch if you have any ideas or thoughts on this.

As we complete the first year of our new strategy (2021–24), we will continue with the defined themes of work for the next three years. Across all our work we will address:

- Institutional weakness: considering ways to strengthen the operation of key institutions and frameworks in the justice system, testing them for fairness, accessibility and efficiency.

Trustees' annual report

For the year ended 31 March 2022

- Procedural deficiency: identifying and challenging unfair, inaccessible and inefficient legal procedures. We will examine the potential of technology and innovation in delivering justice – including alternatives to traditional justice processes – and consider its emerging impact on the system.
- Biases in the justice system: exploring and confronting the ways in which the justice system adversely treats and impacts upon individuals and groups based on their status and/or protected characteristics including race, gender, disability and/or socio-economic status.

More than ever, during this strategy period, we will strive to tackle urgent and important issues within the constraints of the current social, economic, and political climate. The strategy, which can be found here <https://justice.org.uk/about-us/our-strategy/>, details our main policy, development and organisational priorities for the period. Over the coming year we will investigate ways to better demonstrate our impact and how to communicate this to wider audiences and we look forward to reporting back on this in next year's report.

The strategy sees us continue to form working parties of our members and we currently have a number of projects in train:

Improving Access to Justice for Separating Families was due to report earlier this year, however, due to the breadth and depth of the work conducted it will now report in October 2022. It is undertaking a child-centred review of what families need from the Family Court when they seek help with child arrangements, with particular emphasis on domestic abuse victims and unrepresented litigants.

The function and operation of Hybrid Orders, is examining orders obtained by a civil procedure, that seek to restrict a person's behaviour and have criminal consequences if breached. The Working Party will examine the way hybrid orders operate in practice, in particular whether they are issued and enforced in a fair and consistent manner that respects human rights and whether they are effective in achieving their purpose. The Working Party plans to report in Spring/Summer 2023.

As mentioned above, we will start new Working Parties in 2022/23 on the impact of outsourcing on administrative justice and ensuring that administrative decision-making in prisons is fair and accessible and do not result in individuals remaining in prison unlawfully or any longer than is necessary. We will continue to follow up on past reports and policy work by capturing whether our activities and interventions have paved the way for desired outcomes.

We will also continue to monitor cases proceeding before the courts with a view to making third party interventions in the Supreme Court in cases significant to JUSTICE's objectives.

2022–23 will see us devoting a considerable amount of time working on legislative and policy proposals which could have a significant impact on the constitution and rule of law. This will include briefing parliamentarians on the Bill of Rights Bill and working collaboratively with our organisations

Trustees' annual report

For the year ended 31 March 2022

to prevent the worst potential impacts of that Bill coming to fruition, monitoring the Police, Crime, Sentencing and Courts Act and briefing on the Public Order Bill. We continue to brief politicians across parties on other legislation going through Westminster and Holyrood Parliaments that relate to the justice system and respond to consultations of government and the judiciary on key justice issues. We will also continue to examine judicial appointments, with a view to increasing judicial diversity.

We continue to take lessons learned from this year to strength and grow our Development function.

We have returned to in-person events this year and plan on

taking our events to other UK legal hubs, targeting Edinburgh, Leeds, Manchester, Birmingham in the first instance. The first of these events will take place in Manchester and Leeds in November to highlight our work and hear first-hand the legal issues that are most important in these areas. We will build on our Annual Human Rights Lecture in Scotland held in May to extend our support in Scotland. We are also planning events in

We plan to celebrate our 65th Anniversary through a number of fundraising and legal education events including an Anniversary Dinner held in October and a series of high level panel events in the New Year to discuss the likely Bill of Rights and the state of the rule of law in the UK.

We continue to seek to expand our audience through social and traditional media, strategic communications, and targeted messaging and are focusing on increasing our supporters on Twitter and LinkedIn. We are intending to revisit our communications strategy this coming year to ensure we are reaching all audiences that we need to, to communicate our work.

And lastly, we will continue to focus on the diversification of our income, our membership, our donors, our supporters, and our advocates to ensure our sustainable and continued growth. We plan to continue the growth we have seen in multi-year funding from Trusts and Foundations and continue to look to increase core funding over restricted. We will continue to deepen our relationships with corporates, especially law firms, with the aim of increasing pro bono research offered and financial support.

We will continue to support The Administrative Justice Council (AJC) (subject to funding) in achieving its objectives as set out in its business plan through our dedicated secretariat function. If you would like to hear more about the work of the AJC you can subscribe to its newsletter, by emailing ajc@justice.org.uk.

Finally, I would like to thank our members, donors, funders and staff for their very warm welcome and continued support, without which none of the work in this report would be possible and we would be unable to complete our plans for the year ahead.

Structure, governance and management

Staffing and volunteers

JUSTICE has a small staff team, which changed significantly in the 2021–22 financial year. Our Director, Andrea Coomber KC (Hon) left us in October 2021 and there was a period without a Director until our new Chief Executive Fiona Rutherford joined in February 2022. Our Legal Director Jodie Blackstock left us in August 2021 and her position was filled by Stephanie Needleman, previously Senior Lawyer, with Philip Armitage joining us as Public Lawyer to pick up Steph's work. Our Director of Development Amanda Miller, went on Maternity leave, Jane Collier our Fundraising Officer, has provided cover for Amanda during this period as Interim Director of Development and Riikka Andersson was recruited on a fixed term contract as Trusts and Foundations Fundraiser to fill in for Jane. During the year we were also joined by Andrea Fraser, Lawyer based in Scotland and Alexandra Howard who replaced Holly Dickinson as Development Administrator after Holly moved on to pastures new.

In addition to our normal legal internships, we were also able to offer a Legal Fellowship to Simon Price. We are grateful to The Dulverton Trust and The Law Society who provided funding for the fellow and internships.

Our permanent staff complement at the end of March 2022 was 17 with eleven full-time and six part-time employees, this full-time equivalent (Note 7) decreases to 19 when we include staff who have left within the year and our legal interns. We are proud to pay all our interns/fellows the London Living Wage and to be a registered London Living Wage Employer.

The volume of work detailed above would not be possible without all those who volunteered their services to JUSTICE. We would like to extend our thanks to the many eminent lawyers, judges and politicians who have contributed to our reports, our conferences and seminars, and helped us to raise the profile of JUSTICE over the last year.

Governance

The organisation is a charitable company limited by guarantee, incorporated on 26 June 1996 and registered as a charity on 10 October 1996.

The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association. In 2015, we amended our memorandum of association and regulations so that members of JUSTICE are members of the Company of JUSTICE, and are able to be elected, directly to the JUSTICE Board.

JUSTICE Council

The JUSTICE Council is an advisory body to the Board and is asked to:

- evaluate JUSTICE's work and provide suggestions for the future direction of JUSTICE's work;
- advise on JUSTICE policy with respect to challenging issues of the day;
- assist JUSTICE staff by providing contacts, for example, for the purposes of advancing policy work, fundraising and profile raising; and
- be part of a network of support for JUSTICE and its staff.

JUSTICE Board

JUSTICE Board Members are elected from individual members of JUSTICE and are Directors of the Charity for the purposes of the Companies Act and the charity trustees as defined by section 177 of the Charities Act and are referred to as Board members throughout this report.

All Board Members give their time voluntarily and receive no benefits from the charity.

The present Board Members and any previous Board Members for this financial year are listed on page 1 of this report.

The JUSTICE Board is responsible for the overall governance of JUSTICE. There must be a minimum of three members and a maximum of fifteen, we currently have twelve in post. The Board meet at least four times per year, where they consider overall strategy, operational performance and the financial situation.

The Chief Executive of JUSTICE, Fiona Rutherford works closely with the Board, meeting regularly with the Chair of the Board, Peter Binning, and consulting other Board members as required. JUSTICE is managed on a daily basis by the Senior Management Team, comprised of Stephanie Needleman, Legal Director; Samantha Burrridge, Director of Operations; and Amanda Miller, Director of Development, maternity cover provided by Jane Collier, Interim Director of Development and is headed up by the Chief Executive, Fiona Rutherford. Samantha Burrridge meets regularly with the Treasurer, Rachel Sexton, to review and discuss financial reports.

Appointment of Board Members

JUSTICE generally recruits Board members from within our membership. In order to be appointed to the Board, you need to be a JUSTICE member and be nominated by two members of JUSTICE, nominations being made in writing to the Director at least seven days before the Annual General Meeting. Board members have the power to appoint any person at any time to the Board to fill a vacancy, although this person will stand down and be re-elected at the next Annual General Meeting.

The Chair of the Board is nominated by the Board and subject to the approval of the members at the AGM.

Trustees' annual report

For the year ended 31 March 2022

In line with the recommendations of the UK Charity Governance Review 2016. Board members can only serve for two three-year terms and the Chair for one term, of four years.

Board Members induction and training

All new Board Members are inducted by the JUSTICE Chief Executive, invited to meet with JUSTICE staff, and are provided with an induction pack which includes the Charity Commission guidance on the responsibilities of Trustees, the Charity Governance Code and copies of JUSTICE's Articles of Association, Regulations, latest strategy, annual review, accounts and organisational structure.

All staff and Board members are offered the opportunity to pair up, with the Board member providing mentoring to the staff member. This has proved valuable to both the staff and Board member.

All Board Members are encouraged to attend training sessions offered by our Auditor on the roles and responsibilities of Trustees and the dates of these training sessions are circulated on a regular basis.

Finance Committee

JUSTICE'S Finance Committee is usually made up of JUSTICE Board Members, although membership of the Committee is also open to members of JUSTICE. The members in 2021–22 were:

Rachel Sexton (Treasurer), Peter Binning (Chair of the JUSTICE Board), Nick Benson, Liz Campbell (until November 2021), Manu Duggal and Christina Liciaga.

The Finance Committee met four times in 2021–22. Meetings were also attended by the JUSTICE Chief Executive and Director of Operations.

The Finance Committee's role is to:

- review the detailed draft annual budget and recommend its approval to the Board;
- monitor in-year financial performance via receipt of the monthly management accounts and monitor the overall financial position via regular cash and investment reports;
- review the statutory accounts and Trustees' annual report and recommend them to the Board;
- review and act upon, where appropriate, the findings from the annual audit as detailed in the post audit report;
- review the relationship with the auditor and ensure that independence and objectivity is maintained;
- review and maintain an up to date risk register;
- ensure organisational policies that are important to the financial health of the charity are relevant and up to date (e.g. reserves, trading, whistle-blowing, disaster recovery policies);
- act as a sounding board and provide advice and guidance to the Chief Executive and Director of Operations in meeting their responsibilities; and
- monitor the performance of the finance department and discuss and review any proposals for significant structural and operational changes.

Remuneration policy for key management personnel

JUSTICE is committed to ensuring a proper balance between: (i) paying our staff and others who work for us fairly so that we attract and retain the best people for the job, and (ii) careful management of our charity funds. In so doing, we will ensure the greatest effectiveness in delivering our charitable objectives and meeting the needs of our beneficiaries.

JUSTICE's Remuneration Committee is a Committee of the Board of trustees and reports directly to the Board, it comprises of the Chair, Treasurer and the Senior Independent Director of JUSTICE.

Formal consideration of remuneration matters takes place annually, usually ahead of the Finance Committee's February/March meeting. However, remuneration matters may also be considered at other meetings if ad hoc issues arise during the year. The Chief Executive attends Committee meetings but leaves when his/her remuneration is discussed.

The annual formal considerations of the Finance Committee are to:

- consider and recommend to the Board any cost of living increases usually from 1 April annually which may be applicable to all staff.
- ensure that remuneration is set at a level which is appropriate for a charity that wishes to pay sufficient, to attract, retain and motivate senior managers of the necessary quality and calibre to run the charity successfully in the long-term interests of present and future beneficiaries.
- recommend to the Board the level of investment in the professional development and growth of the Chief Executive and other members of the Senior Management Team ensuring these recommendations are compatible with the training policy of the charity and are timed to feed into the budget planning cycle.
- ensure that the remuneration policy, names of members of the Remuneration Committee and outline details of remuneration are available to the general public through publications such as the trustees annual report.
- ensure there are adequate processes for reviewing the work of the Chief Executive and other members of the Senior Management Team. (Note the Remuneration Committee is not expected to carry out these reviews but to ensure these processes are in place).
- commission (either from internal professionals or external specialists) and consider regularly data gathered on salaries for comparable posts in similar organisations in the voluntary and other sectors.
- take advice from the Chief Executive, Director of Operations and independent consultants, as appropriate, on the discharge of the above responsibilities.
- take professional advice on employment issues as and when necessary.
- discuss any other relevant issue and make recommendations to the Board.

The Remuneration Committee does not have fully delegated authority in these matters and any recommendations or decisions must be ratified by the Board prior to implementation.

Statement of responsibilities of Board Members

JUSTICE Board Members (who are also directors of JUSTICE for the purposes of company law and the charity trustees as defined by section 177 of the Charities Act 2011) 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 Board 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 Board 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 and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

Board Members 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, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). 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 Board are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The Board has 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.

The Board are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at March 2022 was 1,825 (2021: 2,066). The Board are members of the charity, but this entitles them only to voting rights. The Board have no beneficial interest in the charity.

JUSTICE

Trustees' annual report

For the year ended 31 March 2022

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The Trustees' annual report has been approved by the Board on 14 December 2022 and signed on their behalf by

Rachel Sexton

Board Member and Treasurer

Independent auditor's report

To the members of

JUSTICE

Opinion

We have audited the financial statements of JUSTICE (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2022 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
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended)

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 Auditor's 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 UK, including the FRC'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 JUSTICE'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.

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's 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.

Opinions 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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the 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' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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 directors 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' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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 auditor's 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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;

Independent auditor's report

To the members of

JUSTICE

- 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 related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. 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 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 charitable company and the charitable

Independent auditor's report

To the members of

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company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Joanna Pittman (Senior statutory auditor)

16 December 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

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

For the year ended 31 March 2022

	Note	Endowment Fund £	Restricted Funds £	Unrestricted Funds £	2022 Total £	Endowment Fund £	Restricted Funds £	Unrestricted Funds £	2021 Total £
Income from:									
Donations and legacies	2	–	15,000	446,305	461,305	–	–	475,926	475,926
Charitable activities									
Research and education	3	–	247,330	78,717	326,047	–	176,788	122,695	299,483
Membership	3	–	–	100,830	100,830	–	–	105,348	105,348
Other trading activities									
Fundraising		–	–	3,632	3,632	–	–	–	–
Rental income		–	–	73	73	–	–	21,784	21,784
Investments		–	–	8,386	8,386	–	–	8,805	8,805
Total income		–	262,330	637,943	900,273	–	176,788	734,558	911,346
Expenditure on:									
Raising funds		698	–	107,275	107,973	601	–	97,622	98,223
Charitable activities									
Research and education		2,903	337,976	478,518	819,397	2,964	251,344	539,991	794,299
Membership		378	–	56,705	57,083	414	–	65,037	65,451
Total expenditure	4a	3,979	337,976	642,498	984,453	3,979	251,344	702,650	957,973
Net (expenditure) / income before investments		(3,979)	(75,646)	(4,555)	(84,180)	(3,979)	(74,556)	31,908	(46,627)
Net gain / (loss) on investments		8,065	–	(3,410)	4,655	20,660	–	10,808	31,468
Net income / (expenditure) for the year	5	4,086	(75,646)	(7,965)	(79,525)	16,681	(74,556)	42,716	(15,159)
Transfers between funds		–	59,898	(59,898)	–	–	47,234	(47,234)	–
Net movement in funds		4,086	(15,748)	(67,863)	(79,525)	16,681	(27,322)	(4,518)	(15,159)
Reconciliation of funds:									
Total funds brought forward		416,853	17,648	560,833	995,334	400,172	44,970	565,351	1,010,493
Total funds carried forward		420,939	1,900	492,970	915,809	416,853	17,648	560,833	995,334

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 14 to the financial statements.

JUSTICE

Balance sheet

Company no. 3216897

As at 31 March 2022

	Note	Endowment £	Restricted £	Unrestricted £	2022 £	Endowment £	Restricted £	Unrestricted £	2021 £
Fixed assets:									
Tangible assets	10	306,349	–	7,121	313,470	310,328	–	14,561	324,889
Investments	11	114,590	–	175,958	290,548	106,525	–	179,368	285,893
		<u>420,939</u>	<u>–</u>	<u>183,079</u>	<u>604,018</u>	<u>416,853</u>	<u>–</u>	<u>193,929</u>	<u>610,782</u>
Current assets:									
Debtors	12	–	–	53,996	53,996	–	–	30,223	30,223
Cash at bank and in hand		–	1,900	326,076	327,976	–	17,648	415,769	433,417
		<u>–</u>	<u>1,900</u>	<u>380,072</u>	<u>381,972</u>	<u>–</u>	<u>17,648</u>	<u>445,992</u>	<u>463,640</u>
Liabilities:									
Creditors: amounts falling due within one year	13	–	–	70,181	70,181	–	–	79,088	79,088
		<u>–</u>	<u>1,900</u>	<u>309,891</u>	<u>311,791</u>	<u>–</u>	<u>17,648</u>	<u>366,904</u>	<u>384,552</u>
Net current assets		<u>–</u>	<u>1,900</u>	<u>309,891</u>	<u>311,791</u>	<u>–</u>	<u>17,648</u>	<u>366,904</u>	<u>384,552</u>
Total net assets		<u><u>420,939</u></u>	<u><u>1,900</u></u>	<u><u>492,970</u></u>	<u><u>915,809</u></u>	<u><u>416,853</u></u>	<u><u>17,648</u></u>	<u><u>560,833</u></u>	<u><u>995,334</u></u>
The funds of the charity:	15a								
Endowment fund		420,939	–	–	420,939	416,853	–	–	416,853
Restricted funds		–	1,900	–	1,900	–	17,648	–	17,648
Unrestricted funds									
Designated funds		–	–	90,304	90,304	–	–	175,000	175,000
General funds		–	–	402,666	402,666	–	–	385,833	385,833
		<u>–</u>	<u>–</u>	<u>492,970</u>	<u>492,970</u>	<u>–</u>	<u>–</u>	<u>560,833</u>	<u>560,833</u>
Total unrestricted funds		<u>–</u>	<u>–</u>	<u>492,970</u>	<u>492,970</u>	<u>–</u>	<u>–</u>	<u>560,833</u>	<u>560,833</u>
Total charity funds		<u><u>420,939</u></u>	<u><u>1,900</u></u>	<u><u>492,970</u></u>	<u><u>915,809</u></u>	<u><u>416,853</u></u>	<u><u>17,648</u></u>	<u><u>560,833</u></u>	<u><u>995,334</u></u>

Approved by the trustees on 14 December 2022 and signed on their behalf by

Rachel Sexton
Treasurer

Peter Binning
Chair of the JUSTICE Board

JUSTICE

Statement of cash flows

For the year ended 31 March 2022

Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2022 £	2021 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	(79,525)	(15,159)
Depreciation charges	14,659	14,123
(Gains)/losses on investments	(4,655)	(31,468)
Dividends, interest and rent from investments	(8,386)	(8,805)
(Increase)/decrease in debtors	(23,773)	15,308
Increase/(decrease) in creditors	(8,907)	3,450
Net cash provided by / (used in) operating activities	(110,587)	(22,551)

	2022 £	2021 £
Cash flows from operating activities		
Net cash provided by operating activities	(110,587)	(22,551)
Cash flows from investing activities:		
Dividends, interest and rents from investments	8,386	8,805
Purchase of fixed assets	(3,240)	(5,292)
Net cash provided by investing activities	5,146	3,513
Change in cash and cash equivalents in the year	(105,441)	(19,038)
Cash and cash equivalents at the beginning of the year	433,417	452,455
Cash and cash equivalents at the end of the year	327,976	433,417

1 Accounting policies

a) Statutory information

JUSTICE is a charitable company limited by guarantee and is incorporated in United Kingdom.

The registered office address is 2nd Floor Lincoln House, 296–302 High Holborn, London, WC1V 7JH

b) Basis of preparation

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

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Tax recoverable under the gift aid scheme is recognised when receivable to align with the original donation.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Income received for seminars and other similar events, including income received to sponsor events, is recognised in the statement of financial activities in the period the event takes place.

Subscription income from members is credited to the statement of financial activities when received.

Rental income is credited to the statement of financial activities in the period in which it is related to.

1 Accounting policies (continued)

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Endowment funds are amounts raised through an appeal for charitable purposes which may be retained to produce an income for the charity or may be spent on premises, equipment and development at the discretion of the Executive Board.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other income received or generated for the charitable purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of Research and education and Membership undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies (continued)

j) Allocation of support costs

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

	2022	2021
● Research and education	62%	64%
● Membership	8%	9%
● Support costs	12%	11%
● Governance costs	3%	3%
● Fundraising	15%	13%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity

● Research and education	73%
● Membership	10%
● Fundraising	17%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

● Computer equipment	– 25% straight line
● Database	– 20% straight line
● Freehold buildings	– 1% straight line

The useful economic life of the freehold buildings is in excess of 50 years but as the value of the building is not impaired below its carrying amount, no adjustments have been made. The value of land is not known and it is not separately accounted for; instead, the freehold property, including land, is depreciated over 100 years.

l) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

1 Accounting policies (continued)

m) Debtors

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

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

o) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p) Financial instruments

The charity 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Notes to the financial statements

For the year ended 31 March 2022

2 Donations and legacies

	Restricted £	Unrestricted £	2022 Total £	Restricted £	Unrestricted £	2021 Total £
General Donations	15,000	102,292	117,292	–	145,141	145,141
Friends	–	36,912	36,912	–	36,867	36,867
JUSTICE60 Donations	–	287,430	287,430	–	286,000	286,000
Legacies	–	1,000	1,000	–	–	–
Donated services	–	18,671	18,671	–	7,918	7,918
	15,000	446,305	461,305	–	475,926	475,926

A number of Law Firms support the work of JUSTICE. This financial year we have recognised donated services from:

- Freshfields Bruckhaus Deringer, who provided Human Resources support and office space.
- Linklaters LLP who provided support relating to our tenancy agreement.
- Dechert LLP who provided governance advice on election of new Board members and recruitment of our new Chief Executive
- Charles Russell Speechlys LLP who provided office space.
- Gryphon Property Partners who provided property consultancy in relation to our building.

Notes to the financial statements

For the year ended 31 March 2022

3 Income from charitable activities

	Restricted £	Unrestricted £	2022 Total £	Restricted £	Unrestricted £	2021 Total £
Trust and Foundations						
Existing / previous funders:						
The Alexander Mosley Charitable Trust	-	25,000	25,000	-	25,000	25,000
The Barrow Cadbury Trust	14,000	-	14,000	14,000	-	14,000
The Blagrove Trust	7,500	400	7,900	7,500	-	7,500
The Dawes Trust	8,218	-	8,218	13,057	-	13,057
The Dulverton Trust	-	-	-	36,200	-	36,200
Eleanor Rathbone Charitable Trust	-	-	-	2,000	-	2,000
The Evan Cornish Foundation	-	-	-	-	10,000	10,000
The Jolanta and Max Neufeld	-	5,000	5,000	-	5,000	5,000
Joseph Rowntree Charitable Trust	23,864	-	23,864	5,966	-	5,966
Laura Kinsella Foundation	-	1,000	1,000	-	1,000	1,000
Legal Education Foundation:	-	-	-	-	-	-
21st Century Access to Justice	-	-	-	-	-	-
Administrative Justice Council	-	-	-	15,000	-	15,000
The Leri Charitable Trust	-	10,000	10,000	10,000	-	10,000
Peter Stebbings Memorial Charity	-	-	-	2,500	-	2,500
The Revilo Trust	-	-	-	-	500	500
Simmons and Simmons Charitable Foundation	-	-	-	-	10,000	10,000
abrdn Financial Fairness Trust	45,000	-	45,000	20,000	-	20,000
The Stewarts Foundation	-	6,000	6,000	-	6,000	6,000
Therium Access	30,000	-	30,000	-	-	-
Treebeard Trust	25,000	-	25,000	-	15,000	15,000
Trust for London	15,000	-	15,000	15,000	-	15,000
The 29th May 1961 Charitable Trust	5,000	-	5,000	5,000	-	5,000
New funders:	-	-	-	-	-	-
The Clifford Chance Foundation	4,328	-	4,328	-	-	-
Doughty Street Chambers Supported Ca	-	5,000	5,000	-	-	-
The Golden Bottle Trust	-	1,000	1,000	-	-	-
Matrix Causes Fund	5,440	-	5,440	-	-	-
The Schroder Charity Trust	4,000	-	4,000	-	-	-
Other:						
Existing / previous funders						
Allen and Overy Foundation	-	10,000	10,000	-	10,000	10,000
Blackrock	4,799	-	4,799	7,452	-	7,452
City of London Corporation	-	-	-	-	10,000	10,000
Herbert Smith Freehills LLP	-	-	-	-	5,000	5,000
Jenner & Block LLP	-	-	-	-	5,000	5,000
Ministry of Justice	20,000	-	20,000	20,000	-	20,000
Montfort	-	-	-	-	3,000	3,000
Society of the Holy Child Jesus	5,000	-	5,000	-	-	-
University of Westminster	12,681	-	12,681	3,113	-	3,113
New funders:	-	-	-	-	-	-
Dechert LLP	5,000	-	5,000	-	-	-
Hogan Lovells International LLP	2,500	-	2,500	-	-	-
Reed Smith LLP	0	5,000	5,000	-	-	-
Simmons & Simmons LLP	10,000	-	10,000	-	-	-
Education:						
Conferences	-	10,126	10,126	-	17,015	17,015
Publications	-	191	191	-	180	180
Other	-	-	-	-	-	-
Sub-total for research and education	247,330	78,717	326,047	176,788	122,695	299,483
Membership	-	100,830	100,830	-	105,348	105,348
Sub-total for membership	-	100,830	100,830	-	105,348	105,348
Total income from charitable activities	247,330	179,547	426,877	176,788	228,043	404,831

JUSTICE

Notes to the financial statements

For the year ended 31 March 2022

4a Analysis of expenditure (current year)

	Charitable activities						
	Cost of raising funds £	Research & education £	Membership £	Governance costs £	Support costs £	2022 Total £	2021 Total £
Staff costs (Note 6)	73,586	657,350	39,246	14,717	58,870	843,769	822,788
Premises costs	5,878	24,297	3,135	1,176	4,704	39,190	12,622
Office costs	6,543	56,930	3,409	1,279	5,114	73,275	93,453
Publications/printing/design	–	–	–	–	–	–	–
Training, seminars and conferences	–	39	–	–	–	39	–
Fundraising costs	3,071	–	300	–	–	3,371	3,844
Professional fees	–	–	–	8,550	–	8,550	8,142
Depreciation	2,199	9,089	1,172	440	1,759	14,659	14,124
Other costs	–	–	–	1,600	–	1,600	3,000
	91,277	747,705	47,262	27,762	70,447	984,453	957,973
Support costs	11,976	51,426	7,045	–	(70,447)	–	–
Governance costs	4,720	20,266	2,776	(27,762)	–	–	–
Total expenditure 2022	107,973	819,397	57,083	–	–	984,453	
Total expenditure 2021	98,223	794,299	65,451	–	–	–	957,973

JUSTICE

Notes to the financial statements

For the year ended 31 March 2022

4b Analysis of expenditure (prior year)

	Charitable activities					
	Cost of raising funds £	Research & education £	Membership £	Governance costs £	Support costs £	2021 Total £
Staff costs (Note 6)	67,299	636,423	46,591	15,530	56,945	822,788
Premises costs	1,641	8,078	1,136	379	1,388	12,622
Office costs	9,286	67,737	6,429	2,143	7,858	93,453
Publications/printing/design	–	–	–	–	–	–
Training, seminars and conferences	–	–	–	–	–	–
Fundraising costs	3,556	–	288	–	–	3,844
Professional fees	–	–	–	8,142	–	8,142
Depreciation	1,836	9,039	1,271	424	1,554	14,124
Other costs	–	–	–	3,000	–	3,000
	83,618	721,277	55,715	29,618	67,745	957,973
Support costs	10,162	50,809	6,774	–	(67,745)	–
Governance costs	4,443	22,213	2,962	(29,618)	–	–
Total expenditure 2021	98,223	794,299	65,451	–	–	957,973

Notes to the financial statements

For the year ended 31 March 2022**5 Net income / (expenditure) for the year**

This is stated after charging / crediting:

	2022 £	2021 £
Depreciation charge for the year	14,659	14,123
Auditor's remuneration (excluding VAT):		
Audit services	7,125	6,785
	<u>14,659</u>	<u>14,123</u>

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	678,376	684,117
Social security costs	67,136	65,706
Employer's contribution to defined contribution pension schemes	65,253	65,300
Redundancy and termination costs	–	–
Salary Admin (re: childcare vouchers)	–	1,189
Staff training/practising certificate	2,301	4,754
Consultancy	1,950	–
Staff recruitment	28,753	1,722
	<u>843,769</u>	<u>822,788</u>

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2022 No.	2021 No.
£60,000 – £69,999	1	2
£80,000 – £89,999	–	–
£90,000 – £99,999	–	1
	<u>1</u>	<u>3</u>

The total employee benefits including pension contributions and employer's national insurance of the key management personnel were £282,945 (2021: £343,028).

The charity Board members were not paid nor received any other benefits from employment with the charity in the year (2021: £nil). No Board member received payment for professional or other services supplied to the charity (2021: £nil).

Notes to the financial statements

For the year ended 31 March 2022

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2022 Employed No.	2022 FTE No.	2021 Employed No.	2021 FTE No.
Raising funds	2.8	2.4	2.5	2.1
Research and education	11.7	9.9	12.8	10.4
Membership	1.6	1.3	1.7	1.4
Support	2.2	1.9	2.4	1.9
Governance	0.7	0.6	0.6	0.5
	19.0	16.1	20.0	16.3

8 Related party transactions

Aggregate donations from related parties were £30,675 (2021: £27,270).

There are no other related party transactions to disclose for either year.

9 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10 Tangible fixed assets

	Freehold property £	Database £	IT Equipment £	Total £
Cost or valuation				
At the start of the year	397,862	25,180	50,773	473,815
Additions in year	–	–	3,240	3,240
Disposals	–	–	(4,297)	(4,297)
At the end of the year	397,862	25,180	49,716	472,758
Depreciation				
At the start of the year	87,534	25,180	36,212	148,926
Charge for the year	3,979	–	10,680	14,659
Disposals	–	–	(4,297)	(4,297)
At the end of the year	91,513	25,180	42,595	159,288
Net book value				
At the end of the year	306,349	–	7,121	313,470
At the start of the year	310,328	–	14,561	324,889

All of the above assets are used for charitable purposes.

JUSTICE

Notes to the financial statements

For the year ended 31 March 2022

11 Listed investments

	2022 £	2021 £
Fair value at the start of the year	285,893	254,425
Additions at cost	–	–
Net gain / (loss) on change in fair value	4,655	31,468
	<u>290,548</u>	<u>285,893</u>
Fair value at the end of the year	<u>290,548</u>	<u>285,893</u>
Investments comprise:		
	2022 £	2021 £
UK Common investment funds	290,548	285,893
	<u>290,548</u>	<u>285,893</u>
Investments representing over 5% by value of the portfolio comprise:		
	2022 £	2021 £
CCLA COIF Fixed Interest Fund	109,288	117,573
Charishare Common Investment Fund	181,260	168,320

12 Debtors

	2022 £	2021 £
Other debtors	32,770	241
Prepayments	10,304	17,561
Accrued income	10,922	12,421
	<u>53,996</u>	<u>30,223</u>

13 Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	7,586	10,173
Rent received in advance	–	7,250
Taxation and social security	21,278	19,225
Pension contributions payable	6,586	6,661
Accruals	34,731	35,779
	<u>70,181</u>	<u>79,088</u>

JUSTICE

Notes to the financial statements

For the year ended 31 March 2022

14a Movements in funds (current year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Endowment fund	416,853	8,065	(3,979)	–	420,939
Restricted funds:					
Administrative Justice Council	–	35,000	(51,342)	16,342	–
Administrative Justice Council Intern	283	–	(283)	–	–
Capital Campaign	5,000	–	(5,000)	–	–
Challenging school exclusions Working Party	–	9,000	(4,961)	–	4,039
Defending the rule of law, access to justice and human rights	(9,364)	23,864	(29,191)	–	(14,691)
Delivering Administrative Justice After the Pandemic: What can we learn about digitalisation and vulnerable groups?		12,681	(12,681)		–
Immigration and Asylum	4,916	–	(8,221)	3,305	–
Improving Access to Justice for Separating Families Working Party	–	29,328	(31,201)	–	(1,873)
Intern funding	32,914	–	(32,914)	–	–
Intern funding HB	–	10,000	(10,000)	–	–
Parole Working Party		7,500	(33,895)	26,395	–
Privatisation Working Party		10,000	(3,735)		6,265
Prosecuting Sexual Offences Working Party	12,013	8,218	(14,648)	–	5,583
Race and state related deaths	–	5,440			5,440
Reforming Benefits Decision-Making Working Party	(3,154)	49,799	(40,367)	–	6,278
Solving Housing Disputes Working Party	–	5,000	(9,937)	4,937	–
Tackling Racial Injustice Working Party	(24,960)	21,500	(5,681)	–	(9,141)
Therium Access grant CJL	–	30,000	(30,000)	–	–
Windrush Working Group		5,000	(13,919)	8,919	–
Total restricted funds	17,648	262,330	(337,976)	59,898	1,900
Unrestricted funds:					
Designated funds – Administrative Justice Council	25,000	–	–	–	25,000
Designated fund – Working Parties	150,000	–	(41,140)	(43,556)	65,304
Total designated funds	175,000	–	(41,140)	(43,556)	90,304
General funds	385,833	634,533	(601,358)	(16,342)	402,666
Total unrestricted funds	560,833	634,533	(642,498)	(59,898)	492,970
Total funds	995,334	904,928	(984,453)	–	915,809

The narrative to explain the purpose of each fund is given at the foot of the note below.

JUSTICE

Notes to the financial statements

For the year ended 31 March 2022

14b Movements in funds (prior year)

	At 1 April 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
Endowment fund	400,172	20,660	(3,979)	–	416,853
Restricted funds:					
Administrative Justice Council	6,045	50,410	(70,790)	14,335	–
Administrative Justice Council Intern	–	2,703	(2,420)	–	283
Capital Campaign	5,000	–	–	–	5,000
Challenging school exclusions Working Party	–	2,500	(5,049)	2,549	–
Defending the rule of law, access to justice and human rights	–	5,966	(15,330)	–	(9,364)
Immigration and Asylum	3,751	10,000	(8,835)	–	4,916
Improving Access to Justice for Separating Families Working Party	–	2,000	(28,140)	26,140	–
Intern funding	–	36,200	(3,286)	–	32,914
Prosecuting Sexual Offences Working Party	–	13,057	(1,044)	–	12,013
Reforming Benefits Decision-Making Working Party	–	27,452	(30,606)	–	(3,154)
Solving Housing Disputes Working Party	–	5,000	(9,210)	4,210	–
Tackling Racial Injustice Working Party	174	21,500	(46,634)	–	(24,960)
Therium Access grant	30,000	–	(30,000)	–	–
Total restricted funds	44,970	176,788	(251,344)	47,234	17,648
Unrestricted funds:					
Designated funds – Administrative Justice Council	–	–	–	25,000	25,000
Designated fund – Working Parties	150,000	–	(75,764)	75,764	150,000
Total designated funds	150,000	–	(75,764)	100,764	175,000
General funds	415,351	745,366	(626,886)	(147,998)	385,833
Total unrestricted funds	565,351	745,366	(702,650)	(47,234)	560,833
Total funds	1,010,493	942,814	(957,973)	–	995,334

Purposes of endowment funds

Endowment funds are held as part of an expendable endowment fund and is comprised of the freehold property on Carter Lane and some listed investments.

Purposes of restricted funds

Restricted funds represent grants and donations given for specific purposes. Unspent funds at the year end are to be carried forward and spent on that specific project in a future period. The specific purposes are:

Administrative Justice Council

The Administrative Justice Council was set up to ensure that the administrative justice system is more accessible, fair and effective by improving administrative decision-making, simplifying appeals, complaints procedures and redress mechanisms and ensuring access to justice for some of the most vulnerable people in society. The Council is funded by the Ministry of Justice and Trust for London, with any short-fall in funding made up by JUSTICE.

Administrative Justice Council Intern

Westminster University provided funding for an internship to support the AJC's Health/advice partnership project.

14 Movements in funds (continued)

JUSTICE Capital Campaign

These are funds raised to support the refurbishment of our offices at 59 Carter Lane. These funds have been spent on building survey and property advice.

Challenging school exclusions Working Party

The Schroder Charity Trust (£4,000) and the Society of the Holy Child Jesus (£5,000) contributed towards implementation of the Challenging School Exclusions Working Party report recommendations. This report examines the processes used to make and review a decision to exclude permanently a pupil in England and identifies serious weaknesses within the current system. Implementation has included responding to the Department for Education's Consultation on Revised Behaviour in Schools Guidance and Suspension and Permanent Exclusion Guidance informed by the Working Party report's recommendations as well as giving evidence to the Children's Rights Alliance for their reporting to the UN Committee on the Rights of the Child.

Defending the rule of law, access to justice and human rights

The Joseph Rowntree Charitable Trust is supporting our work on this, with a three-year grant of £71,597, of which £23,864 has been received in this financial year. This grant has supported our work this year responding to proposed reforms of administrative law including judicial review and immigration and the Human Rights Act. This fund is in deficit but future grant payments will be received to bring it back into a positive position.

Delivering Administrative Justice After the Pandemic: What can we learn about digitalisation and vulnerable groups?

This is Nuffield Foundation funded research project with a group of academics from University of Westminster, UCL and LSE. The research team have been examining the effect of rapid digitalisation on the delivery of justice, identifying the effects on access for marginalised groups and exploring how trust can be built and sustained in parts of the justice system affected by the pandemic. The project focuses on Special Educational Needs (SEND) and Disability; and housing and looks at the overlap in ombudsman scheme and tribunals in four institutions: the local government and social care ombudsman and the SEND tribunal; and the housing ombudsman and the property chamber. The University of Westminster has been awarded a grant to administer this project and have subcontracted Heidi Bancroft of JUSTICE to support the project through an administrative and research role, as a Research Assistant (RA).

Immigration and Asylum

The Leri Charitable Trust contributed towards implementation of the 2018 Immigration and Asylum Working Party report recommendations and our response to the Nationality and Borders Bill, with donations of £10k, in 2019 & 2020. The rest of the staff time on implementation was funded from JUSTICE's designated funds.

Improving Access to Justice for Separating Families Working Party

This Improving Access to Justice for Separating Families working party commenced in January 2021 and is considering how access to justice can be improved for separating families in private family proceedings. The Treebeard Trust and The Clifford Chance Foundation are supporting this work. This fund is in deficit but future grant payments will be received to bring it back into a positive position.

Intern funding

The Dulverton Trust has provided a grant of £36,200 in 2020-21 to support our internship and fellowship programme.

Intern funding Henry Brook

An individual donor provided funding for us to recruit a Henry Brook fellow to support our work.

Parole Working Party

In April 2021, JUSTICE launched its a Parole System fit for Purpose Working Party, which examined the role, powers, and procedures of the Parole Board and wider system. The report was published in January 2022 and makes 22 practical, achievable, and well-evidenced recommendations which explore and show how the parole system could be truly fit for purpose for those in prison, victims, and the general public. Hogan Lovells International LLP supported this work, along with an individual donor. The rest of the staff time on spent on this work was funded from JUSTICE's designated funds.

14 Movements in funds (continued)**Outsourcing Working Party**

Over the last forty years, administrative decisions and the delivery of public services have been increasingly contracted out to private companies. This has led to changes to the way in which public administration is structured and decisions by the State are made in (increasingly) front-line services that affect people's legal rights and entitlements, including benefits decisions, social care and homelessness decisions. This working party will seek to ensure that regardless of who is delivering public services, individuals receive the services they are entitled to, are able to understand the decisions that are being made about them and, where necessary, challenge those decisions effectively. Simmons & Simmons LLP supported this work.

Prosecuting Sexual Offences Working Party

The Dawes Trust is supporting the implementation work of our Prosecuting Sexual Offences Working Party. Implementation work this year included attending a number of meetings to discuss the report's findings and recommendations. For example, we are a member of the Organisational Support and Services for Child Sexual Abuse and Exploitation Meeting, chaired by Chief Constable Simon Bailey (The National Police Chiefs' Council's lead for Child Protection and Abuse Investigations). JUSTICE continues to interact with the Home Office regarding the Government's new Child Sexual Abuse strategy launch. During this period we were also preparing briefing materials for the upcoming Online Safety Bill, which could see a number of JUSTICE's key recommendations placed into law. We also responded to the Ministry of Justice's consultation on 'Delivering Justice for Victims'.

Race and state related deaths

Matrix Causes Fund are supporting our work on Racism and state related deaths. There is concern about the disproportionate number of people from ethnic minority backgrounds who die in contentious circumstances where the State may have played a role (either due to a positive action, a failure to act, or a discriminatory policy) but despite this issues of discrimination and bias are rarely given consideration during inquests and inquiries. We aim to put together a practitioners guide to identifying and raising issues relating to bias and race in the context of inquests.

Reforming Benefits Decision-Making Working Party

BlackRock Gives and abrdn Financial Fairness Trust (previously the Standard Life Foundation) are supporting our working party on Reforming Benefits Decision-Making. The report published in July 2021 makes 44 recommendations aimed at improving the administrative and procedural aspects of the benefits system. It considers initial decision making, through to appeals, to ensure that the system works well for everyone, regardless of their digital capability, their health, their disabilities, or their vulnerabilities. With rising living costs the need for a fair benefits system that is accessible and makes timely and accurate decisions is as important as ever. Implementation work this year has included responding to the DWP's Health and Disability Green Paper, monitoring the roll out of Adult Disability Payment in Scotland, liaising with other NGOs and meeting with the DWP to discuss the report's recommendations.

Solving Housing Disputes Working Party

The 29th May 1961 Charitable Trust provided us with a one-year grant of £5,000 for implementation of our working party on Solving Housing Disputes. The rest of the staff time on this Working Party was funded from JUSTICE's designated funds. Implementation work this year included monitoring the progress of housing mediation pilots and we were involved in the evaluation of the possession mediation pilot run by the Ministry for Housing, Communities and Local Government and the Ministry of Justice. We also contributed to the update report by the Master of the Rolls Working Group on Possession. We have shared the report with senior officials in the Department of Levelling Up, Housing and Communities and have discussed JUSTICE's work on housing with a number of members of the department. We responded to two consultations – the Civil Justice Council's Consultation on Pre-Action Protocols and the Ministry of Justice's Consultation on Legal Aid within the Housing Duty Scheme, highlighting the findings of the Solving Housing Disputes report on these two topics.

Tackling Racial Injustice: Children and the Youth Justice System

Barrow Cadbury Trust and The Blagrove Trust are supporting our working party on Racial Disparity in Youth Justice. This working party, chaired by Sandra Paul, examined the causes of BAME disproportionality in the Youth Justice System (YJS) of England and Wales. It made practical recommendations with a view to reducing that disproportionality. In addition, it sought to ensure that children are not needlessly criminalised by improving the attitudes, processes and procedures in the YYS. This fund is in deficit but future grant payments will be received to bring it back into a positive position.

14 Movements in funds (continued)**Therium Access grant – Civil Justice Lawyer**

Therium Access contributed towards the salary of our Civil Justice Lawyer, allowing us to complete implementation work on our civil justice work streams and to set up a new working party on Civil orders with criminal consequences.

Windrush Working Party

The 'Reforming the Windrush Compensation Scheme' Working Party report was published in November 2021. It makes 27 recommendations to improve the process for those seeking compensation from the Home Office for the losses and hardships they suffered as a result of not being able to demonstrate their lawful immigration status. Dechert LLP donated £5,000 towards this work. The rest of the staff time on this report was funded from JUSTICE's designated funds.

Purposes of designated funds

Designated funds have been set aside by the Trustees to fund staff time spent on our Working Parties and the Administrative Justice Council.

15a Analysis of net assets between funds (current year)

	Endowment £	Restricted £	Designated £	General unrestricted £	Total funds £
Tangible fixed assets	306,349	–	–	7,121	313,470
Investments	114,590	–	–	175,958	290,548
Net current assets	–	1,900	90,304	219,587	311,791
Net assets at the end of the year	420,939	1,900	90,304	402,666	915,809

15b Analysis of net assets between funds (prior year)

	Endowment £	Restricted £	Designated £	General unrestricted £	Total funds £
Tangible fixed assets	310,328	–	–	14,561	324,889
Investments	106,525	–	–	179,368	285,893
Net current assets	–	17,648	175,000	191,904	384,552
Net assets at the end of the year	416,853	17,648	175,000	385,833	995,334

Notes to the financial statements

For the year ended 31 March 2022

16 Operating lease commitments payable as a lessee

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Equipment 2022 £	2021 £
Less than one year	1,162	1,162
Two to five years	1,452	2,614
Over five years	–	–
	2,614	3,775

17 Operating lease commitments receivable as a lessor

Amounts receivable under non-cancellable operating leases are as follows for each of the following periods:

	Property 2022 £	2021 £
Less than one year	–	13,527
One to five years	–	–
	–	13,527

18 Post balance sheet event

JUSTICE owns a freehold building at 59 Carter Lane, London EC4V 5AQ. A building survey completed in late 2021 highlighted significant problems with this building relating to the boiler, accessibility issues, and health and safety. These issues meant that the Board had to make a decision that staff could not return to working from Carter Lane until these issues were resolved. The Board formed a sub-group of Board members, property and financial consultants to review the options and make a decision on next steps. Following a huge amount of research and analysis, the Board made the difficult but pragmatic decision to sell the property as this was the most cost effective solution. The property was sold in October 2022 for £2.1m (before fees). The Board and SMT are investigating launching a matched funding campaign to find a new property for what might become a 'JUSTICE hub'. The aim of the Hub would be to foster innovation and encourage collaboration across the justice sector and beyond. It might also provide a useful 'touchdown' location for our out of London members and a place to meet and work with our team and find out more about our work.

19 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

JUSTICE

England & Wales - Charity number 1058580

Accounts

Company Number: 3216897
Charity Number: 1058580
Scottish Charity Number: SC43518

JUSTICE

Report and financial statements
For the year ended 31 March 2021

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For the year ended 31 March 2021

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Reference and administrative information

For the year ended 31 March 2021

Company Number	3216897 registered in the United Kingdom	
Charity Number	1058580 registered in England and Wales	
Scottish Charity Number	SC43518 registered in Scotland	
Registered office and operational address	59 Carter Lane London EC4V 5AQ	
Board members	Board members, who are also directors under company law and the charity trustees as defined by section 177 of the Charities Act 2011, who served during the year and up to the date of this report were as follows:	
	Peter Binning	Chair from 10 November 2020
	Walter Merricks CBE	Chair to 10 November 2020
	Rachel Sexton	
	Liz Campbell	
	Alexandra Carr	
	Patrick Corr	
	Dr. Naomi Creutzfeldt	
	Deba Das	
	N. Lynn Hiestand	
	Theodore Huckle QC	
	Christina Liciaga	
	Jennifer MacLeod	
	Kate Saunders	
	Dame Alison Saunders CB	
	Sir Michael Tugendhat	
Key management personnel	Andrea Coomber	Director
	Jodie Blackstock	Legal Director
	Samantha Burridge	Director of Operations
	Amanda Miller	Director of Development

JUSTICE

Reference and administrative information

For the year ended 31 March 2021

Bankers

Lloyds Bank plc
222 Strand
London
WC2R 1BB

CAFCash Ltd
PO Box 289
West Malling
Kent,
ME19 4TA

Investment managers

BlackRock
33 King William St
London
EC4R 9AS

CCLA Investment Management Ltd
80 Cheapside
London
EC2V 6DZ

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House
108–114 Golden Lane
London
EC1Y 0TL

An introduction from our Chair of the JUSTICE Board, Peter Binning

Welcome to JUSTICE's Trustees' Annual Report and Financial statements, and my first as Chair of the Board. I hope this provides you with an overview of our achievements and the challenges we have faced across the past year. What a year it has been. I would like to thank Walter Merricks CBE, the previous Chair of the Board, for his leadership over the past four years. I am honoured to follow in his footsteps and hope to continue his good work.

JUSTICE already had ambitious plans for the year when the COVID-19 public health crisis brought unexpected new challenges, increasing our workload and fundamentally changing the way in which the organisation worked. That the organisation managed to deliver on the plans, while responding to developments for the courts and tribunals, with a reduced headcount, is a reflection on the quality of our staff.

When the pandemic hit, JUSTICE was quick off the mark to explore ways of protecting jury trial, arranging mock trials to test whether fully remote jury trials could be fair. You will read later in this report how JUSTICE has contributed to remote jury trials in Scotland, and legislation being laid before the UK Parliament to enable remote jury trials in England and Wales. I was proud that my firm Corker Binning was able to contribute to this work alongside members of the Bar and others who devoted considerable time and effort to the project.

In the last year we have produced two working party reports; *Tackling Racial Injustice: Children and the Youth Justice System*; and *When Things Go Wrong: the response of the justice system*. These working parties have engaged our membership and the wider legal community to identify issues and solutions and have led to recommendations which we are working to implement. There has also been an unprecedented amount of briefing and consultation work with Parliament; some involving particularly concerning proposals for constitutional reform.

We moved seamlessly to hosting virtual events and held a huge number of these this year, including our Annual Human Rights and Student Conferences, our JUSTICE Scotland Human Rights Day Lecture, a series of career conversation events with our members, as well as events for our donors.

Like many charities, funding is always a focus and COVID-19 impacted on JUSTICE's current and planned funding sources. Whilst we were able to weather the storm, we did lose some funders along the way, so were grateful to have the financial reserves to see us through this period of uncertainty, and for the JUSTICE60 giving group, which provides reliable multi-year unrestricted income.

The JUSTICE team has also spent the year developing our 2021-24 strategy, which was launched in April 2021, in line with our financial year. This has provided a great opportunity for us to reflect on our successes and challenges over the past four years. In that time, JUSTICE has produced

Trustees' annual report

For the year ended 31 March 2021

fifteen working party reports on different aspects of reform of the justice system, has seen membership numbers grow, with increased membership engagement and an income increase which has enabled us to maintain satisfactory reserves and provided us with greater security for the past year and our future. We are excited about new strategy, which our Director, Andrea Coomber describes in more detail on page 28 of this report

I hope that you enjoy reading this report. There is lots to look forward to in the year ahead and I look forward to sharing the journey with you during my first year as Chair.

I am so grateful to all who work on behalf of JUSTICE and to you, our supporters. Thank you.

There is a great deal for us to do in the next few years and so much that JUSTICE can achieve with your help.

The JUSTICE Board present their report and the audited financial statements for the year ended 31 March 2021.

Reference and administrative information, set out on pages 1 and 2, forms part of this report. The financial statements comply with current statutory requirements, the memorandum, articles of association, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Purposes and aims

JUSTICE is an all-party law reform and human rights organisation working to strengthen the justice system – administrative, civil and criminal – in the United Kingdom.

As reflected in our governing documents:

JUSTICE was established to promote the sound development and administration of the law for the benefit of the public in the following ways:

(a) By promoting education and conducting research into the law, including current and proposed practice and administration and reform of the law, as the JUSTICE Board thinks fit, and by publishing the useful results of such research;

(b) By providing specialist legal advice in relation to the law and legal procedures particularly in cases where it is apprehended that a miscarriage of justice has taken place;

(c) By providing legal representation for those who are unable to obtain legal representation from their own resources, particularly in cases where it is apprehended that a miscarriage of justice has taken place;

(d) and for such other purposes for the benefit of the community as shall be exclusively charitable.

Our primary object is 'to promote the sound development and administration of the law for the benefit of the public' in ways that include 'promoting education and conducting research into the law, including current proposed practice and administration and reform of the law'. In recent years, JUSTICE has moved away from providing legal advice and representation. In part, this has been the assumption of JUSTICE's previous work on miscarriages of justice by the establishment of the Criminal Cases Review Commission (CCRC). We continue to be involved in how miscarriages of justice are handled, both in the courts and by the CCRC.

JUSTICE's Strategic Plan for 2017–2020, which we have extended into the first quarter of 2021, whilst finalising our new strategic plan continued to see us focus on the justice system – civil,

Trustees' annual report

For the year ended 31 March 2021

criminal and administrative – and the rights of people within it. This strategy also enables JUSTICE to work more closely with our members, including through working parties drawn from the membership.

The Strategic Plan identifies six key aims to guide and inform our work over this period:

- 1 To produce creative, thoughtful and practical proposals for justice system reform, likely to make a sustained impact on the design of the system and/or practice within it.
- 2 To act as a bridge between law and lawmakers, by engaging strategically with Westminster and Whitehall.
- 3 To intervene in appropriate cases before superior courts domestically and regionally.
- 4 To share our research and ideas for justice system reform with our membership and other interested parties.
- 5 To grow and support our membership – individual, corporate and student – and to increase the financial sustainability of JUSTICE through an effective fundraising function.
- 6 To be an effective and sustainable organisation in relation to our staff development, operational management and governance.

The Strategy commits JUSTICE to a focus on organisational sustainability, including increasing its engagement with the JUSTICE membership. The Strategy emphasises the importance of income generation for JUSTICE, to lend stability to the organisation, and to allow its staff complement to grow to meet the challenges of its mission.

Public benefit

Since its formation in 1957, JUSTICE has been at the cutting edge of the debate on legal reform and is widely respected for the breadth, depth and quality of its analysis. Today, more than ever, JUSTICE is involved in the issues that will shape the future legal landscape.

Direct beneficiaries of our work include practising lawyers, judges, law students and policy-makers interested in the development and protection of the rule of law and human rights, in addition to the public at large, who benefit from a robust justice system that protects their rights.

The benefits of our work are demonstrated through: the adoption of our recommendations in government law reform initiatives; the referencing of our contributions to government consultations; the adoption of our suggested amendments to legislation; and the acceptance of our arguments in third-party interventions in court judgments. Our third-party interventions in the United Kingdom's Supreme Court and in the European Court of Human Rights are submitted 'in the interests of justice' and not on behalf of particular parties. When adopted, our arguments strengthen legal protection for all people beyond those directly involved in the proceedings.

The Board has 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 its future activities. In particular, the Board considers how planned activities will contribute to the aims and

Trustees' annual report

For the year ended 31 March 2021

objectives that have been set. While some activities are available only to members, these are in the minority and the vast majority of our work is available to the public free of charge. The JUSTICE website provides accessible information on our work to the public at large.

The Trustees confirm that they have paid due regard to the public benefit guidance published by the Charity Commission in deciding the aims, objectives and activities of the charity.

The Board considers that JUSTICE's activities are of public benefit in at least the following ways:

- provision of independent research and analysis to external bodies, including the senior judiciary, government and politicians across the political spectrum to assist in formulating law, policy and practice related to justice matters, which can have significant benefit for people in the UK;
- dissemination of research and information about justice system reform directly to JUSTICE members, including: judges, barristers, solicitors, chartered legal executives, students, advisers to governments and corporations and non-governmental organisations, who are then better able to advise public and private bodies accurately about justice issues; and,
- offering conferences, lectures and other events on contemporary justice issues that are open to the general public to attend, to inform them about important issues which may affect their daily lives.

Principal Activities

Research and Education

The cornerstone of JUSTICE's work is high quality, evidence-based research. This draws heavily on international and comparative experience – looking across jurisdictions, across types of law, and across the experience of different segments of the legal profession.

We use this research and analysis to generate, develop, and evaluate ideas about the justice system, which we deploy in a number of ways:

First, research is used to promote a better understanding of the fair administration of justice and human rights among political decision-makers and civil servants. JUSTICE regularly briefs ministers and shadow ministers, and their staff, as well as MPs and Lords on issues of the day. This work is undertaken on an all-party basis.

Second, our work is used to strengthen judicial analysis of particularly difficult legal issues through third-party interventions in superior domestic and regional courts. JUSTICE is a leading intervener in the UK Supreme Court. JUSTICE interventions are characterised by their thorough, balanced and comparative approach, and have been widely praised for their usefulness by senior judges.

Trustees' annual report

For the year ended 31 March 2021

Finally, JUSTICE shares its research with its members and other interested parties, discussing and framing key policy debates of the day.

In 2014, JUSTICE returned to working closely with its members through working parties of the membership. Since then, JUSTICE has seen fifteen working parties report on different aspects of reform of the justice system. The personal and professional insights of the members have complemented the more traditional legal research provided by the staff, generating creative and challenging proposals for law reform.

JUSTICE continues to host a number of conferences annually, in addition to a schedule of smaller meetings, to bring together leading practitioners to discuss developments in the justice system and to enrich both JUSTICE's understanding and that of our stakeholders. During the public health emergency, these events have moved seamlessly online.

Membership

JUSTICE is a membership organisation, and our members are among our greatest assets. Our members span law students, through the ranks of the profession, to retired lawyers and judges. They include practitioners of all different types of law and all branches of the profession. While our members cover the spectrum of politics, they share a common concern in maintaining the integrity of the justice system in the United Kingdom.

One of the aims of our strategic plan is to grow and support our membership through greater engagement and communication with the membership, and through increasing the profile of JUSTICE. To enable us to do this we have a Membership and Communications Coordinator and Development Administrator focused on recruitment of new members, membership retention and supporting our current members.

A key aspect of greater engagement with our members is, as noted above, the establishment of working parties of the membership to guide and execute law reform projects. Throughout our history, we have used such working parties – which have been responsible for some of our most influential and significant reports – to draw, as fully as possible, upon our members' vast range of expertise and experience. Working parties also provide an opportunity for our corporate members to work closely with us in legal research, as well as with the publication and launch of key reports.

We depend very heavily upon, and greatly appreciate, the wide range of support we obtain from the legal community as a whole. However, when considering with whom we will work – for example, who will represent us in third party interventions, or participate in (or sponsor and host) our conferences and seminars, or help to author our publications – we prefer to work with individuals, firms and chambers who have demonstrated their support for JUSTICE and its objectives by becoming members. We therefore offer these opportunities to work with us, all other things being equal, to our members.

Fundraising

Fundraising continues to be a priority for JUSTICE. After the success of our *Securing JUSTICE at 60 Appeal* we turned our attention to maintaining the fundraising momentum by consolidating and deepening relationships with current donors and reaching out to new supporters. Our Director of Development, Amanda Miller has been working with JUSTICE's Development Board to identify potential funding for core costs and to grow the membership of our JUSTICE60 giving group through their philanthropic contacts, ensuring that JUSTICE continues to raise the income needed to grow for years to come.

Achievements and performance

The charity's main activities and beneficiaries for 2020–21 are described below. All its charitable activities focus on strengthening the justice system and are undertaken to further JUSTICE'S charitable purposes for the public benefit.

Research and Education

COVID–19 response

JUSTICE has been engaging extensively with HM Courts & Tribunals Service (HMCTS) over the impact of COVID–19 on the courts and tribunals. In April 2020 we were concerned that courts and tribunals should continue to afford access to justice as far as possible during the pandemic. We contributed to HMCTS thinking on principles for conducting fair video hearings, advised on guidance across jurisdictions on holding video hearings, and ran our own mock trials to test whether fully remote jury trials could be fair. We worked with volunteer technical professionals at AVMI (now Kinly), legal professionals (including a retired judge, barristers and solicitors at Corker Binning), and lay people to create an optimum video platform for the needs of the trial and to make sure a fair trial could take place. We conducted four tests between April and June 2020, with jurors joining the fourth test from a local hall within walking distance of their homes. This meant that they could deliberate together in person, while still observing social distancing measures. The trials were independently evaluated by academic experts who observed the proceedings and surveyed the participants. They concluded that the format we had used was worthy of serious consideration by HMCTS to address the backlog of cases in the Crown Court. We recommended to Government that our platform be utilised for single issue cases involving one or two defendants (amounting to around 40% of cases). Our tests have led to remote jury trials in Scotland, and legislation being laid before the UK Parliament to enable remote jury trials in England and Wales.

For more information on our Covid–19 response, please see our website:

<https://justice.org.uk/our-work/justice-covid-19-response/>

Briefings and consultation responses

JUSTICE continues to disseminate detailed submissions on relevant legislation and respond to consultations of parliament and the judiciary that are relevant to our priorities. These are reasoned memoranda that include discussion of relevant law. They are designed to assist parliamentarians of all parties in scrutinising legislation and Government and other bodies in their considerations of the reform of their processes. Throughout the year we briefed on four proposed pieces of legislation and produced sixteen consultation responses. These cover a broad range of access to justice issues. In particular our work on the Covert Human Intelligence Sources (Criminal Conduct) Bill in September 2020, which passed into law in March 2021, took considerable time this year. Our fundamental concern was that the Bill would create an unprecedented power for public bodies to authorise covert operatives to commit criminal offences with impunity. Worse, such authorisations may be wrongly given in the first place, potentially creating victims of serious crimes. Over the life of the Bill, we engaged with the Home Office, leading NGOs, experts, and members of Parliament (including our Council members in the Lords) through several written briefings, one to one discussion, and a roundtable event. All amendments that we proposed for debate in the Lords were tabled. In the final version, three amendments that we had proposed were accepted by way of Government amendment – safeguards for children and vulnerable adults, notification to the Information Commissioner ahead of authorisation, and recourse to the Criminal Injuries Compensation Authority for any victim of CHIS crime, notwithstanding its status as “lawful for all purposes”. While these are weaker safeguards than we had aimed for, the extensive referral to our briefing by Peers, tabling of all our proposed amendments and genuine concerns expressed by members of the House of Lords did at least ensure thorough scrutiny.

There have been many consultation exercises over this period relevant to our work. The most important have been the establishment by Government of independent reviews of the Human Rights Act (HRA) and process of judicial review. We discuss these in more detail below.

Our responses over the financial year can be found at: <https://justice.org.uk/our-work/bcr/>

Third party interventions

JUSTICE continues to intervene selectively before superior domestic courts and the European Court of Human Rights, bringing its expertise to assist the court in areas of law relating to the protection of fundamental human rights and the administration of justice.

In the last year, we intervened in the Supreme Court case of *R (Begum) v Secretary of State for the Home Department*. The case concerned whether an appellant should be granted leave to enter the country to challenge removal of their British citizenship or whether national security interests should prevail. In our intervention we argued a novel point that decisions about deprivation of the right of abode and entry are grounded in ancient common law principles that reciprocally bind subject and State and may only be severed by way of judicial, rather than executive or legislative, action. On 26 February 2021 the UK Supreme Court gave judgment and unfortunately held that Ms

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Begum cannot return to the UK to pursue her appeal. It considered that the national security concerns raised by the Secretary of State outweigh her right to a fair and effective hearing. We were also granted permission to intervene in the European Court of Human Rights, in the case of *Nealon and Hallam v UK*. This is a long-running case that we previously intervened in before the UK Supreme Court. The case concerns whether the amended compensation scheme for England, Wales and Northern Ireland is incompatible with the presumption of innocence, protected by article 6(2) ECHR. We filed written submissions in March that draw attention to the way international instruments and other jurisdictions interpret the right to compensation and, most importantly, that almost all Contracting Parties to the ECHR (including Scotland and Ireland) have managed to establish tests that do not offend the presumption of innocence. A hearing has not yet been timetabled in the case.

For more information on our interventions, please consult our website <https://justice.org.uk/our-work/third-party-interventions/> or contact the JUSTICE office at admin@justice.org.uk.

Reforming the system – our reports

Over the past year, we have published two reports, which have engaged our membership and the wider legal community. These reports were produced through working parties of our membership and invited experts, meeting in committees over the life of the project to identify issues and solutions and taking evidence from relevant sources. We made a series of recommendations relating to each area of the legal system, which we are working to implement. This work sits alongside the continuing implementation work on our previously reported work.

1. Tackling Racial Injustice: Children and the Youth Justice System

Context

In February we published *Tackling Racial Injustice*, chaired by Sandra Paul and with the assistance of Travers Smith LLP. At most stages of the youth justice system – from arrest to custody – the proportion of Black and Minority Ethnic young people is higher than the proportion of white young people. This Working Party examined the causes of racial disproportionality in the Youth Justice System (YJS) of England and Wales and sought to ensure that children are not needlessly criminalised by improving the attitudes, processes and procedures in the YJS.

Recommendations

Having sat since October 2019, the Working Party made 45 recommendations which seek to increase decision-makers' understanding of the child appearing before them. In doing so, the aim is to eradicate, and if not, minimise, the bias, suspicion and misperception that pervades discriminatory exercise of power so as to meet communities' expectations of fair and impartial treatment at each stage of, and interaction with, the criminal justice system. Key recommendations include:

- Suspending blanket use of 'section 60' stop and search powers for serious violence in a locality, until the Home Office has evaluated its impact and effectiveness;

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- Abolishing the 'Gangs Violence Matrix', which indiscriminately includes thousands of BAME children and young adults, threatening their access to education and jobs;
- Preventing the unfair use of Drill music as bad character evidence in court, to tackle the corrosive effect of portraying a genre of music as innately illegal, dangerous and problematic;
- Creating a national framework for diversion, to ensure children everywhere can receive specialist support not prosecution;
- Expanding initiatives that give children a voice, through access to translators where there is a language barrier, as well as other innovative methods.
- Enforcing mandatory specialist child-focused training for lawyers, as well as high-standard cultural competency training for all criminal justice agencies, so that all those who work with children are able to do so effectively;
- Urgently improving information available to magistrates at bail hearings, so that remand in custody is significantly reduced;
- Requiring all complaints concerning children to be investigated by the Independent Office for Police Conduct; and
- Mandating the police turn on their body worn video cameras before every stop and search, so that improper conduct is prevented or caught.

These changes will help to build a child-first approach into the justice system, with sources of bias and discrimination addressed through changes to policy, institutional culture, and practices. While no one report can undo years of structural racism, we hope to support the continued efforts of communities seeking equal justice.

In this financial year, the Barrow Cadbury Trust has contributed £14,000 of a three-year grant totalling £46,350 (£10,000 in 2019–20) and The Blagrove Trust has contributed £7,500 of a £30,000 grant (£15,000 in 2019–20) over the same period to support the Working Party and its implementation. Travers Smith LLP contributed £10,000 in 2019–20 and are also providing pro bono assistance to support the Working Party.

2. When Things Go Wrong: the response of the justice system

Context

In August 2020 we published *When Things Go Wrong*, chaired by Sir Robert Owen and supported by Morrison and Foerster (UK) LLP. When a catastrophe takes place leaving many dead or injured, or when people are harmed over a number of years due to systemic failure, the justice system must respond. A tragic incident might spur a range of concurrent legal processes: criminal investigations, disciplinary hearings and civil claims may be initiated that share identical subject matter with an inquiry, inquest or both. The Working Party aimed to make informed recommendations to reform institutional responses to deaths or other serious incidents where a "systemic pattern of failure" is evident. The needs and experiences of the bereaved and survivors have been central to this work and its outcome has been to suggest reforms that will promote public trust in the justice system.

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Recommendations

Having sat for a year, the report records 54 recommendations of the Working Party directed at remedying the shortcomings of how the justice system responds to catastrophe, by building on the strengths of the present system of inquests and public inquiries. Key recommendations include:

- The framework – We propose new State and independent bodies to provide oversight and facilitate information-sharing – a Central Inquiries Unit within Government, a full-time Chief Coroner, and a special procedure inquest for investigating mass fatalities as well as single deaths linked by systemic failure, able to consider closed material and make specific recommendations to prevent recurrence.
- Opening investigations – Greater collaboration between agencies, building a cross-process dossier, would reduce the multiple occasions that bereaved people and survivors have to recount traumatic events and ensure that they are fully informed throughout the process.
- Procedure – Processes for appointing inquiry chairs and panels, for establishing the terms of reference and for providing information and relevant documents to core participants need to be more structured and transparent. Drawing on previous JUSTICE working parties on accessibility, we recommend that bereaved people and survivors are placed at the heart of the process – in choice of hearing space; improved communication and questioning by professionals; and signposting to support services. Aside from the legal formalities, we also call for widespread use of commemorative “pen portraits” and therapeutic spaces for bereaved and survivor testimony.
- A statutory duty of candour, including a rebuttable requirement for position statements, would help foster a “cards on the table” approach. Directing the inquiry to the most important matters early on could result in earlier findings and reduced costs.
- Accountability and systemic change – We conclude that an independent body should lead oversight and monitoring of the implementation of inquest and inquiry recommendations, whose review could aid scrutiny by parliamentary committees.

Morrison & Foerster (UK) LLP supported this working party, donating £15,800 in previous financial years and providing pro bono support. The rest of the staff time on this Working Party was funded from JUSTICE’s designated funds.

Events

Due to the restrictions related to the global pandemic we have held less public-facing events during 2020–21. Below is a list of the free events we held, the majority of which were open to the public:

- Mock Jury Trial, 9 April 2020
- JUSTICE internship and fellowship webinar, 9 April 2020
- Mock Jury Trial, 17 April 2020
- When Things Go Wrong: the response of the justice system Working Party report launch, 24 August 2020
- Tom Sargant Memorial Lecture 2020 with Dame Vera Baird DBE QC, 10 November 2020

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- JUSTICE Scotland Human Rights Day Lecture 2021, Twenty years of the Human Rights Act: a Scottish Perspective, 21 January 2021
- Tackling Racial Injustice: Children and the Youth Justice System Working Party report launch, 25 February 2021

We continued to host our Annual Human Rights Law Conference (6–9 July 2020) which this year was held remotely over four evenings. This year we heard keynote addresses from Philip Alston, John Norton Pomeroy Professor of Law at New York University School of Law, Caoilfhionn Gallagher QC, Doughty Street Chambers and Sandie Okoro, General Counsel and Senior Vice-President, World Bank. As well as an engaging cross-party political panel discussing *Our rights in times of Coronavirus*.

The Human Rights Conference attracts professionals from across the legal profession. Managing it in-house means that we are able to charge a much more affordable fee and offer discounted rates to members, which gives us a more diverse audience.

We also hosted our Student Conference (17–18 March 2021) remotely across two afternoons. We had keynote addresses from Sonali Naik QC, Barrister, Garden Court Chambers and Baroness Shami Chakrabarti. As well as workshops from the JUSTICE staff on *Improving Access to Justice for Separating Families, Privatisation and Automation: Impact on Access to Justice* and *Tackling Racial Injustice: Children and the Youth Justice System*. This year we reduced the delegate fee for non-members and made it free for JUSTICE members to attend, recognising the impact the pandemic has had on students.

Hosting virtual events has meant that we have seen an increase in attendee numbers, our JUSTICE Scotland Human Rights Day Lecture webinar had 296 people in attendance, our highest number of attendees to date.

In addition to the above, JUSTICE staff members attended and spoke at a wide range of virtual conferences and events.

Projects

During 2020–21, JUSTICE received funding from several organisations to support a number of our projects.

Administrative Justice Council

The Administrative Justice Council (AJC) was set up to ensure that the administrative justice system is more accessible, fair and effective by improving administrative decision-making, simplifying appeals, complaints procedures and redress mechanisms, and ensuring access to justice for some of the most vulnerable people in society. The AJC is funded by the Ministry of Justice (£20,000 this financial year), The Legal Education Foundation (£15,000 this financial year) and Trust for London (£15,000 this financial year). JUSTICE provides office space, line management and covers any costs not covered by these grants from unrestricted funding.

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The Administrative Justice Council has had a successful year, despite the pandemic. Its work is outlined in its [Annual Report](#).

The AJC is entering its second term for members, with the recent retirement of inaugural Chair and former Senior President of Tribunal, Sir Ernest Ryder. We are delighted that Sir Keith Lindblom, the new Senior President of Tribunals has taken over as the Chair and Rosemary Agnew, the Scottish Public Services Ombudsman has assumed the new role of Deputy Chair.

Challenging School Exclusions

The Challenging School Exclusions working party was chaired by Professor Richard de Friend and was published in November 2019.

The recommendations in our 2019 report continue to be progressed. Over the past year we have focussed on:

- 1) Building positive relations with stakeholders in order to influence change, liaising with the Department for Education and a range of relevant NGOs
- 2) Improved statutory guidance, while this has been delayed due to Covid, the DfE would like us to be involved in pre-public consultation stakeholder engagement, and we will also be responding the public consultation on the revised guidance when that is published.
- 3) Training on exclusions and equality law for head teachers, governors and Independent Review Panel (IRP) members. As part of our conversations with the DfE we have stressed the need to have better and more nationally consistent training for teachers, governors and IRP members. The DfE has been receptive to this and we are hopeful that this is something that the DfE will pick up following the lifting of Pandemic restrictions.
- 4) Clear and accessible information for pupils and parents on their rights and the process, and appropriate support at each stage. During our conversations with the DfE they have agreed that this is important and will be a priority for them as part of the statutory guidance update. They will discuss with us how to produce more accessible guidance for parents and pupils. This is an area we have already been working on with HM Courts and Tribunals Service (HMCTS) and can share useful learning.

The pandemic has necessarily impacted the pace of work in this area, but school exclusions have gone ahead, with remote review hearings. We were consulted by the DfE on the regulations and the guidance for these and secured a number of changes to the guidance. These included that the governors / arranging authority should facilitate remote meetings where the parents and pupil wanted them, including by providing them with equipment where necessary. We also secured a reversal of the extension of time limits for holding hearings, which we were concerned would delay pupils returning to school. We have been told of a number of parents and pupils who, as a result of remote hearings, participated in governing board review meetings when they would not have otherwise done so. We have also been told of a school providing the necessary IT equipment to parents to enable them to participate. We have therefore been discussing with the DfE the possibility of making remote meetings an option beyond the end of the pandemic. We have been told that this is something they are seriously considering, and we are optimistic that they will do so.

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Matrix Chambers supported our working party on Challenging School Exclusions with a £3,000 grant in 2018–19 and provided pro bono support. The Society of the Holy Jesus Child (£7,000 in 2019–20) and Peter Stebbings Memorial Charity (£2,500 2020–21) contributed towards implementation of its report's recommendations. The rest of the staff time on this Working Party was funded from JUSTICE's designated funds.

Defending the rule of law, access to justice and human rights

The Joseph Rowntree Charitable Trust is supporting our work on this, with a three-year grant of £71,597, of which £5,966 was received in this financial year.

This grant has supported our work this year responding to proposed reforms of judicial review and the Human Rights Act. We formed advisory groups to guide our response to these reviews and continue to work on these important proposals for reform. With respect to the HRA review, our response highlighted that there is strong consensus that the HRA in its current form functions very well. The HRA is a well-crafted, delicately balanced piece of legislation. It enables the courts to give effect to and protect the rights of individuals whilst maintaining Parliamentary sovereignty and the balance between the different branches of Government. The advisory group, despite representing diverse experiences in practice, is unanimous that there is no need to amend the HRA (bar some minor amendments to the use of remedial orders). Given the Government's welcome commitment to remaining a party to the European Convention on Human Rights, there is little scope for any amendment of the HRA without putting the UK in breach of its international obligations or risking an increase in cases involving the UK before the European Court of Human Rights.

With respect to judicial review, we stressed the crucial constitutional role that judicial review plays in the UK's unwritten constitution. We opposed codification of judicial review on the basis that it would not achieve the stated aims of clarity and accessibility and restrict the grounds for judicial review. Similarly, we oppose making certain categories of executive power non-justiciable, as this would undermine the key constitutional role of the courts in ensuring that the Government acts lawfully. In respect of procedural reforms, we note that there have already been a number of recent reforms which have reduced the overall number of judicial review claims as well as the proportion of those that are unmeritorious. We stress that any restriction of the test for standing, time limits or the duty of candour would have a severe detrimental impact on access to justice. However, we do suggest clarification of which point in the proceedings that the duty of candour arises; the need to consider proposals previously made for costs reforms; and the need to encourage early engagement between the parties to facilitate early resolution of claims.

Immigration and Asylum

The Immigration and Asylum: a Fresh Look working party was chaired by Professor Sir Ross Cranston and published in July 2018. Since then, JUSTICE has been working to ensure that the recommendations from the report are implemented.

Having audited our progress on this project, almost all recommendations are either in train or adopted (45 out of 49). Of those remaining, three relate to digital support services either in

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immigration detention or for appealing outside of the jurisdiction. The fourth relates to age assessments, which is under review as part of the Government's New Plan for Immigration. We have responded to that consultation and attended roundtable discussions in line with the working party recommendations. Much of the successful adoption of our recommendations has been due to excellent engagement with the Immigration and Asylum Chamber staff and judges, and their willingness to meet to discuss how to implement our proposals. We have been a consultee on the online appeals pilots throughout the year, with a recent walkthrough on the webpages for litigants in person clearly having considered our urging of the need for clear and simple information. The most successful achievement towards our aim of reducing the volume of cases on appeal has been the introduction of a mandatory reconsideration stage, which, having run for a year, has seen the Home Office grant a third of applications appealed to the IAC following review. We are continuing to monitor the progress of reforms in this area.

The Leri Charitable Trust is supporting our work on immigration and asylum with a two-year grant of £10,000 per year, which started in July 2019.

Internship and Career Progression Programme for Disadvantaged Graduates

The Dulverton Trust provided a grant of £36,200 to support JUSTICE's internship and fellowship programme.

Improving Access to Justice for Separating Families

The Improving Access to Justice for Separating Families working party commenced in January, chaired by Professor Gillian Douglas. Since the legal aid cuts of 2013, private children's cases in England and Wales have become the site of numerous, interrelated, access to justice problems. The proliferation of litigants in person has not only introduced new challenges, such as the proper advice, support, and case management of so many unrepresented litigants, but also exacerbated pre-existing issues, such as the treatment of domestic abuse by the court and the child's voice being heard within proceedings. This is with particular regard to the effective participation of parents and children; the effect that underlying or co-existing problems may have on what each family member needs from the court; and the principle that the court experience should not cause or exacerbate harm.

Mishcon de Reya LLP is supporting our working party on Improving Access to Justice for Separating Families by joining JUSTICE as a Corporate JUSTICE60 member, as well as providing pro bono support. The Eleanor Rathbone Charitable Trust has also contributed £2,000 towards this work. The rest of the staff time on this Working Party was funded from JUSTICE's designated funds.

Prosecuting Sexual Offences

Recommendations from our 2019 *Prosecuting Sexual Offences* report continue to be worked on. Our main method of advancing this work over the year was through our position on the Home Office Stakeholder Engagement Group for its Child Sexual Abuse strategy. We have continued to work towards a pilot conditional diversion scheme, liaising with NGO Safer Lives and the National Police Chief's Council lead on child protection. The year has also seen roll out of improved

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measures for victims of sexual offences giving evidence to court, which we continue to support and monitor.

The Dawes Trust is supporting the implementation work of our Prosecuting Sexual Offences working party, with a two-year grant of £21,275, with £13,057 received in this financial year.

Reforming Benefits Decision-Making

Reforming Benefits Decision-Making is our joint working party with the AJC, chaired by Lord Low of Dalston CBE, with corporate partners Weil, Gotshal & Manges LLP and BlackRock, which sat throughout this year and is now concluding. The report will be published in July 2021.

Recommendations will cover improvements to medical assessments, initial interviews and sanction processes; direct appeal to the tribunal but with mandatory review by DWP upon filing and better notification of the appeal process; a portal operated by DWP which signposts to advice and support services; adoption of Understanding Courts recommendations for simple and accessible information on appealing; and early legal help and co-location of legal advice with other support services.

BlackRock and Weil, Gotshal and Manges LLP are supporting our working party on Reforming Benefits Decision-Making, with BlackRock donating £7,452.20 in this financial year. Weil, Gotshal and Manges LLP has joined JUSTICE as a corporate JUSTICE60 member and is providing pro bono support. Standard Life are also supporting this working party with a three-year grant of £70,000, with £20,000 received in this financial year.

Solving Housing Disputes

The Solving Housing Disputes working party report, was launched in March 2020 and chaired by Andrew Arden QC.

Housing dispute litigation has been significantly disrupted by the Pandemic. Our own more limited resources have also meant that for the second half of this year we were without a dedicated civil lawyer and unable to make significant progress on this project. Nevertheless, we have cemented collaboration with a number of groups who agree on the need for reform, including joining a Consumer Redress coalition, which has been meeting to consider the creation of an online portal to assist claimants in knowing how to seek help with their housing problems. We had been working on a mediation pilot with the Property Chamber president, the idea of which was suspended while possession hearings were on hold, and is now incorporated into the protocol for those proceedings. We are monitoring this carefully. We are also liaising with the Civil Procedure Rule Committee regarding improvements to pre-action protocols, which will be considered once the possession process is fully resumed. We will continue to prioritise this work with our new civil lawyer who joined us in May 2021.

Howard Kennedy LLP supported our working party on Solving Housing Disputes with a donation of £3,151 towards the costs of producing the report in 2019–20, as well as providing pro bono support to the working party. The 29th May 1961 Charitable Trust provided us with a one-year

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grant of £5,000 for implementation in this financial year. The rest of the staff time on this Working Party was funded from JUSTICE's designated funds.

Therium Access grant

Therium Access contributed towards salary costs across our projects to help JUSTICE continue our work reforming the United Kingdom's justice system to increase access to justice and protect human rights for everyone. This funding supported our briefing, court intervention and Covid-19 response work, as well as progress of other projects such as **Solving Housing Disputes**, **Understanding Courts and Preventing Digital Exclusion**, the latter two of which have been influencing the HMCTS Reform Programme across the courts and tribunals, as well as its response to the pandemic.

In particular, in January 2021, we published an [updated report](#) on our [Mental Health and Fair Trial](#) work, which highlights developments over the past three years. Two thirds of our recommendations are now in train across all aspects of the criminal justice process, and mental health has recently been highlighted by the Ministry of Justice as a major area of reform it aims to focus on. Highlights include: the Sentencing Council and Crown Prosecution Service acted on our recommendations for guidelines for judges and prosecutors respectively; new Criminal Procedure Rules and court forms prompt identification of vulnerability with easy read versions for litigants in person; and we influenced the Equality and Human Rights Commission to carry out an inquiry, which we advised on.

Membership

Due to the pandemic, this year we focused on providing a diverse suite of virtual events for our members and to attract prospective members. We held events with Lord Briggs of Westbourne speaking about the Supreme Courts response to Coronavirus, and Sir Geoffrey Vos, then Chancellor of the High Court, speaking about access to justice in an age of coronavirus. As well as a series of career conversations with:

• Rupert Skilbeck	• Paul Yates	• Victoria Butler-Cole
• Sonali Naik QC	• Dame Maura	QC
• Shelagh McCall QC	McGowan DBE	• Professor Philippa
• Natalia Schiffrin	• Thalia Maragh	Webb
• Sir Edward Murray	• Sheriff Tony Kelly	• Dean Kingham
• Rosa Curling	• Walter Merricks CBE	

We also streamlined our administration processes and targeted our communications to help members make the most of their membership experience. As a result of streamlining our processes, hosting online events and continuing to offer internships to our student members only, at the end of the 2020-21 financial year, JUSTICE had 2,066 members (up from 1,672 in 2020), which is an increase of just under 24% and our highest membership total to date. This resulted in an increase in membership income with a total of £105,348 (£98,842 for 2019-20).

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In November 2020, we held our first ever virtual Annual General Meeting (AGM). Holding this virtually meant that more members were able to attend, and we had 85 members join us on Zoom. The meeting saw Walter Merricks CBE our Chair of four years retire and Peter Binning elected as the new Chair for a four-year term. Our members heard reports on our work and fundraising from Walter Merricks CBE, Karyl Nairn QC, Chair of the Development Board, Andrea Coomber, Director of JUSTICE and Sir Robert Owen, Chair of the When Things Go Wrong Working Party. The members re-elected two Board Members for another term and appointed three new Council members. The AGM was followed by our annual Tom Sargant Memorial Lecture, delivered by Dame Vera Baird DBE QC speaking on 'From Bystander to Participant? Victims and Witnesses in the Criminal Justice System'.

Fundraising

As an expected result of the pandemic, we saw an overall decrease in our donation income of just over 7% this year (£475,926 this year down from £514,956 in 2019–20). As predicted, corporate funding was greatly reduced due to many firms and organisations putting their charitable giving on hold. However, as of the beginning of the 2021–22 financial year we have seen a change in this trend and hope next year will be better for corporate funding.

We were fortunate this year to have a generous anonymous donor agree to match up to £40,000 in new donations, which was reached and brought a much-needed boost to our income in a difficult year.

Our **JUSTICE60**, a special group of supporters who individually pledge to donate £6,000 or corporately £10,000 a year for three years to JUSTICE, has been transformational to our fundraising for many years and during the pandemic was a continued strength.

We focused on creating an even greater sense of community with our JUSTICE60 during this turbulent time by hosting more events virtually so that people could attend from wherever the pandemic had led them. This resulted in greater attendance at events and the ability for us to cultivate many new relationships which we are already starting to see come to fruition in the 2021–22 financial year. Our events during the 2020–21 financial year included a fireside chat with Lord Thomas of Cwmgiedd, a discussion with acclaimed historian and commentator Niall Ferguson, renowned Channel 4 Broadcaster and journalist Jon Snow, Sterling Professor of International Law from Yale Law University Harold Hongju Koh, British Diplomat and former Downing Street Chief of Staff Jonathan Powell, and a Christmas celebration.

As result of these efforts, we had eighteen JUSTICE60 members and firms renew their membership for a further three years and five new individuals join. Seventeen members decided not to renew, this led to a decrease in JUSTICE60 donations (£286,000 2020–21 down from £307,700 in 2019–2020).

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We are extremely grateful to all our JUSTICE60 members, past and present, for their continued support during one of the most difficult fundraising years in history and especially, to our loyal and hardworking Development Board Chair, Karyl Nairn QC.

JUSTICE now has 129 (128 in 2019–20) **Friends of JUSTICE**; these are our regular donors who donate at least £240 per year and provided us with £36,867 (£36,067 for 2019–20) of unrestricted income. This year we held an annual Friends appreciation event in December 2020, where Friends heard from Lord Dyson on the Independent Review of Administrative Law and our response highlighting the vital constitutional role of judicial review and the need to consider any proposals for reform in this context. This year we invited long standing JUSTICE members to attend the Friends event to encourage them to consider becoming Friends. We will continue this practice and plan to introduce a second annual Friends event next financial year to focus on recruiting new Friends of JUSTICE.

JUSTICE's Development Board, chaired by Karyl Nairn QC continued to focus on growing our fundraising pipeline for; the JUSTICE60, major donors and securing funding needed for the refurbishment of 59 Carter Lane.

We are grateful to the JUSTICE Board, Council, Development Board, JUSTICE60, Friends, Members and partners that supported us with donations and introductions in this difficult and turbulent year. We would not have been able to do it without their support.

Trusts and foundations and corporate support

We knew that Trusts and Foundations would play an important role in our income in 2020–21 due to the decrease in corporate support as a result of the pandemic. To this end, we decided to focus our efforts on increasing the number of applications we submitted and applied to 59 trusts and foundations over the year submitting applications with asks totalling over £1.5 million to help bridge any funding gaps. The Development team also continued to focus on maintaining our relationships with Corporates and increasing the support we receive either in the form of monetary donations or pro bono support. This resulted in us being awarded new grants totalling £224,072 (£100,223 received in this financial year), as well as £18,565 in new corporate income. Given the competitiveness of the charitable market in 2020 and the focus on many trusts and foundations shifting to welfare and advice, this is a remarkable achievement, and it has also boosted our trust and foundation pipeline greatly for the coming year.

Over the year, we have received a number of grants from trusts and foundations and donations from corporates, both as restricted and unrestricted income, detailed below.

We received new restricted grants or donations from:

- Standard Life Foundation (£70,000 over three years, with £20,000 received in this financial year) and BlackRock Gives (£7,452) to support our *Reforming Benefits Decision-Making* Working Party.

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- The Eleanor Rathbone Charitable Trust (£2,000) to support our Improving Access to Justice for *Separating Families* Working Party.
- The 21 May 1961 Charitable Trust (£5,000) to contribute towards our *Solving Housing Disputes* implementation work.
- The Peter Stebbings Memorial Charity (£2,500) for our work on *Challenging School Exclusions*.
- The Dulverton Trust (£36,200) to support our internship and fellowship programme.
- The Joseph Rowntree Charitable Trust (£71,597 over three years, £5,966 received in this financial year) to support our work on Constitutional Reform.
- The Dawes Trust (two-year grant of £21,275, £13,057 received in this financial year) for follow on funding to help implement the recommendations from the *Prosecuting Sexual Offences* Working Party.
- Trust for London (three-year grant of £45,000, £15,000 received in this financial year) for a recommitment to support the Administrative Justice Council (AJC).
- Westminster University to fund an intern (£2,703) and the catering at an event (£410) for the Administrative Justice Council.

The Barrow Cadbury Trust, The Blgrave Trust, The Leri Charitable Trust, Trust for London and the Ministry of Justice continued to support us with restricted multi-year grants on existing projects, details of which can be found in the projects section of this report (page 14).

Unrestricted support rose by just over 40% to £105,500 (£75,100 in 2019–20). We have received new unrestricted grants or donations from:

- The Jolanta and Max Neufeld Charitable Trust (£5,000)
- The Simmons and Simmons Charitable Foundation (£10,000)
- The Revilo Trust (£500)
- City of London Corporation (£10,000)
- Jenner & Block LLP (£5,000)
- Montfort (£3,000)

The Alexander Mosley Charitable Trust (£25,000), the Allen and Overy Foundation (£10,000), The Evan Cornish Foundation (£10,000), Herbert Smith Freehills LLP (£5,000), the Laura Kinsella Foundation (£1,000), The Stewarts Foundation (£6,000) and the Treebeard Trust (£15,000) continued to provide unrestricted income towards our core costs.

We are very grateful to the Trust and Foundations and Corporations who have supported our work during this difficult year.

Approach to fundraising

JUSTICE employs a Development Director who manages our Fundraising Officer, Membership and Communications Coordinator and Development Administrator and takes the lead on our fundraising activities. Our main focus for fundraising is around major donors, corporate support and grants from Trust and Foundations. We host small events throughout the year to attract

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For the year ended 31 March 2021

potential donors. Any fundraising events are organised by our Development team. JUSTICE does not use professional fundraisers or involve commercial participators. There have been no complaints about fundraising activity this year.

Beneficiaries of our services

Our system-change approach benefits all those involved in the justice system include practising lawyers, judges, students of law and policymakers interested in the development and protection of the rule of law and human rights, and the public at large, who benefit from a robust justice system that protects their rights.

Financial review

For the year ended 31 March 2021, JUSTICE recorded a net deficit, before other recognised gains and losses, of £46,627 (2020: £32,148 surplus). Our investments recovered from the losses of the previous year when the Covid-19 global pandemic had just hit, which unsurprisingly resulted in drop in value. This year they made gains of £31,468 reducing our deficit to £15,159 (2020: £8,514 surplus). Given the uncertainty of the 2020-21 financial year and the fundraising challenges JUSTICE has faced, this is less of a deficit than we expected.

Income

Total income received in 2020/21 decreased by just over 5% to £911,346 (2020: £964,081). Details of how this has arisen are shown below.

Donations and legacies

The level of donations and legacies saw a decrease in 2020-21 to £475,926 (2020: £514,956), this is mainly due to a drop in income from general donations and several of our JUSTICE60 members not renewing their commitment at the end of their three-year term, although our success rate for renewals has been over 50% and provided us with £286,000 of unrestricted income in 2020-21 (2020: £307,700). A number of donors have expressed their desire to support smaller, local charities as a result of the pandemic.

We have seen an increase in our Friends and donated services donations which is the result of the hard work of our Development team, supported by the Development Board.

Charitable activities

Income towards our Research and Education activities has increased for 2020-21 (2021: £299,483, 2020: £288,741), although this is a small increase, given the fundraising climate during the year this is a remarkable achievement and is down to the hard work of our Fundraising Officer and Development Administrator who have identified new sources of Trust and Foundation income. This has led to several grants from new funders, to add to our existing multiyear grants.

Membership income has increased by nearly 7% this year to £105,348 (2020: £98,842), this increase mainly relates to student members and is as a result of increased member engagement

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due to the increase in member events we held, and internships offered. We continue to look at ways of growing and retaining our members.

Trading activities

Income for our trading activities has decreased by nearly 60%. This is mainly due to us being unable to host an in person fundraising event this year and is also due to us providing a rent-free period to our tenant, who as a small charity has also suffered with a reduction of income due to pandemic and has not been able to work from Carter Lane for most of the 2020–21 financial year.

Investments

Investment income was £8,805 (2020: £7,835).

Expenditure

Total expenditure in 2020/21 showed an increase of just under 3% (2021: £957,973 v 2020: £931,933).

Staff costs

Staff costs account for nearly 86% of the total costs of the organisation and have increased by just over 9% from 2019/20. This is because in the 2019–20 financial year, an independent review was carried out of JUSTICE salary scales and a benchmarking exercise undertaken for staff salaries. This resulted in new salary scales being adopted, the movement of some staff across scales and an increase to all staff salaries. During the year the total average FTE headcount decreased to 16.3 (2020: 16.9), with the employed number remaining at 20 (2020: 20). Further details of staff costs and staffing levels can be found in notes 6 & 7 to the accounts and the staffing and volunteers section of this report.

Costs of generating funds

The cost of generating funds which makes up just over 10% of our overall expenditure, has decreased this year from £111,788 to £98,223. This includes fundraising salary costs, costs associated with fundraising materials and publicity expenditure plus an allocation of salary and overhead costs based on staff time attributable to the fundraising function, more details can be found in note 1 (j) of the accounts.

Endowment Fund

JUSTICE holds the freehold property on Carter Lane, which was purchased as part on an appeal back in the 1990's, and some listed investments (Charishare) which are held as part of an expendable endowment fund. During the year in question, the endowment was used to fund depreciation on fixed assets. These investments form part of our reserves.

Designated Fund

Designated funds have been set aside by the Trustees to fund staff time spent on our Working Parties, which are not always attractive to funders but form an essential part of JUSTICE's work and the Administrative Justice Council.

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For the year ended 31 March 2021

The charity has sufficient resources to settle its liabilities as they fall due in the foreseeable future.

The Finance Committee reviews our investments at every meeting. We have not needed to draw down on these during the year. This year our investments made a gain: the value at 31 March 2021 was £285,893, up from £254,425 at 31 March 2020.

Principal risks and uncertainties

JUSTICE reviewed its risk management process in 2019, agreeing a new risk management strategy. This included the development of a Strategic risk register which details the external risks to JUSTICE which are identified as important but outside of our control, with the effects mitigated through response plans and management actions. Risks associated with our operations and projects will continue to be managed through our operational risk register, which was reviewed in this financial year and a new format developed. See below for a summary of the risks covered in the Strategic risk register.

These risks are overseen by the relevant staff members and the Finance Committee. Our Finance Committee is now developing an assurance framework to test that internal controls are working properly, and they will provide regular updates to the Board on the outcome of these.

The main strategic risks for JUSTICE are as follows.

- 1. External influences:** A decline in funding and donations due to external influences such as Covid-19, Brexit or resultant economic downturn, which increases our risk of financial instability and could impact the security of our funding streams.
This risk is mitigated through: A diverse funding base which includes members, trusts and foundations, corporates, JUSTICE60 donors, Friends of JUSTICE and other regular donors, which is in line with our fundraising and organisational strategy. An engaged Development Board and Chair who are focused on identifying new sources of funding. A strong reserves position to ensure sustainability, with the added security of owning the building should we need to access additional funds in the event of financial uncertainty. A regular review of our reserves policy.
Further management actions have been agreed which include: development of longer financial projections, so we are more aware of funding needs for future years in addition to the current financial year; and drawing up contingency plans to handle a cut in funding at various levels.
- 2. Data breach:** Loss of data through data breach, cyber-attack, server failure or human error
Cyber-attack is now one of the largest concerns for businesses. Despite adoption of all recommended protections and processes, the changing nature of cyber-attack means that there will still be a risk, which we will be unable to completely mitigate or manage. A data breach or cyber security incident could result in legal, contractual and/or regulatory consequences, as well as reputational damage.
This risk is mitigated through: having a dedicated IT supplier who ensure that we have strong IT systems in place, Firewall and antivirus software installed, software and operating systems

regularly updated with security patches, and our database and email are hosted securely in the cloud. In March 2021 we upgraded our network to SharePoint so the whole network is located offsite and hosted by Microsoft Azure. We have clear Data Protection, Data Breach and IT policies which staff are regularly reminded of and all staff received online GDPR and cyber security training annually. We have Cyber Essentials Plus certificate which renews annually and sees our network, policies and procedures independently audited and tested. We also have cyber security insurance in place, to insure us against an unfortunate breach. Our business continuation and response plan has been tested with the Blackbaud data breach and worked well.

Further management actions have been agreed which include: Develop an assurance process to ensure compliance with policies.

3. **Demonstrating impact:** As a law reform organisation working to strengthen the justice system through practical proposals for reform, it can sometimes be difficult for JUSTICE to demonstrate impact. This could lead to key funders withdrawing or significantly reducing funding, because they perceive that JUSTICE is not being effective, demonstrating impact, or is not undertaking activities that fit their funding priorities. This would increase our risk of financial instability, could impact our staff numbers and lead to a reduction in work output, with knock-on effects for management and administrative overheads. Cutting management and administration staff would reduce the charity's capacity to regrow.

This risk is mitigated through: close liaison with key funders to ensure that we understand their expectations, share and invest them in our vision and regularly update them on our work and impact; ongoing research of alternative funding sources and; monitoring the impact of our work. We have developed a Theory of Change based on our 2021–24 Strategy, which provides detailed monitoring and evaluation methods to capture evidence of our impact.

Further management actions have been agreed which include: A review of our monitoring and evaluation indicators outlined in the Theory of Change to ensure we are accurately capturing the impact of our working party recommendations and collecting evidence for funding reports and applications; continued research into alternative forms of funding for charitable activities and; development of contingency plans to handle a cut in funding at various levels.

4. **Reputational:** Media or other organisations publish highly critical, slanderous and/or inflammatory opinions on our work, which could result in a loss of reputation for excellence and impartiality; confidence of Council members and/or members and/or donors of JUSTICE.
- This risk is mitigated through:** policy initiatives grounded in and supported by JUSTICE working party reports or external research findings and aligned with strategic aims; ongoing discussions with the Director, Board and other expert stakeholders for the duration of the project, with risk considered as part of these discussions; wherever possible evaluation, or at a minimum engagement, by academic partners; a communications plan in place around the operation of the project including the nature of the questions being tested and the release of any report; and a response plan has been developed which staff can follow plan to manage any reputational risk following negative media commentary.

Further management actions have been agreed which include: Maintain and develop relationships with academic partners and other experts and keep response plan under review.

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During 2020, our response to strategic risk two was tested when we were informed that our database provider, Blackbaud, had been involved in a data breach. Having previously identified this as a risk we had plans in place to respond to this quickly and mitigate the impact to JUSTICE and our stakeholders. Blackbaud confirmed that a small section of our encrypted data was stolen, though it was confident that it had been destroyed. We carried out our own investigation, which determined that there was no significant risk to the data subjects. Despite the minimal risk we informed the relevant data subjects of the breach and reported it to the Information Commissioner's Office (ICO) and the Charity Commission. The ICO confirmed that no regulatory action would be taken, as examination of the evidence determined that we had acted with due diligence. The Charity Commission confirmed that the trustees dealt with the matter appropriately and responsibly. Since the incident there have been no reported incidents involving the misuse of any affected data and we have worked with Blackbaud to ensure further security enhancements are implemented to minimise the risk of recurrence.

Reserves policy and going concern

Both the Board and JUSTICE's supporters recognise that the organisation operates in a policy environment that requires a long-term commitment if it is to achieve its mission. Being a research and educational organisation, it is the work undertaken by JUSTICE's staff that forms JUSTICE's charitable activities. Therefore, it is the view of the Board that JUSTICE needs a reserves level that will enable it to continue to attract the highest level of legal expertise and, in so doing, meet its long-term commitments to its supporters and beneficiaries.

Each year the Board reviews the reserves policy, taking into consideration any major risks and the impact these could have on planned income and expenditure. Our current policy is that unrestricted reserves on average are equivalent to at least six months' of running costs (c£477,000 based on our 2021–22 budget) are needed if JUSTICE is to deliver on its commitments, meet the long-term expectations of its supporters and beneficiaries, and continue to attract the highest level of legal expertise with which to do so.

It has been important to us to grow JUSTICE so that we can keep up with demands of the work that is needed, and we believe we have done this in a sustainable way. Whilst JUSTICE is now in a much stronger financial position than in the past, it remains important that we maintain our reserves at the agreed level. We keep a close eye on these and our cash flow throughout the year.

At the start of the 2020–21 financial year, it was not clear what impact COVID–19 would have on our income streams, what we had planned to be a year of growth for JUSTICE had to be revised and our expenditure greatly reduced by not recruiting new staff members or replacing those that left. Having survived the year with much less impact than anticipated and attempting to cover the work among existing lawyers, the demands on our work necessitated us recruiting a new lawyer, who joined us in May 2021. Whilst we have ended the year with a strong reserves position, we anticipate a deficit in 2021–22. In the coming year, we have a target of raising £350k of new income from members, major donors, trust and foundations, and corporates.

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For the year ended 31 March 2021

At the close of 31 March 2021, JUSTICE had £477,797 (£481,803 2019–20) in general reserves which is in line with the Board's reserves policy. JUSTICE's reserve funds are held in a mix of deposit accounts and fixed interest and equity-based common investment funds, with the aim of achieving a combination of income and capital growth.

These reserves are comprised of general unrestricted funds and endowment funds that are not tangible fixed assets (general unrestricted funds of £385,833 less tangible fixed assets of £14,561 plus our expendable endowment investments of £106,525). See note 15a of the accounts for more details.

JUSTICE's Board will continue to review its reserves policy on an annual basis and will keep its investment and treasury management policy under regular review, particularly in the light of reduced deposit interest rates.

Plans for the future from JUSTICE Director, Andrea Coomber

JUSTICE has another exciting but challenging year ahead.

We have commenced a new strategy period (2021–24), with defined themes of work for the next four years. Across all our work we will address:

- Institutional weakness: considering ways to strengthen the operation of key institutions and frameworks in the justice system, testing them for fairness, accessibility and efficiency.
- Procedural deficiency: identifying and challenging unfair, inaccessible and inefficient legal procedures. We will examine the potential of technology and innovation in delivering justice – including alternatives to traditional justice processes – and consider its emerging impact on the system.
- Biases in the justice system: exploring and confronting the ways in which the justice system adversely treats and impacts upon individuals and groups based on their status and/or protected characteristics including race, gender, disability and/or socio-economic status.

More than ever, during this strategy period, we will strive to tackle urgent and important issues within the constraints of the current social, economic, and political climate. The strategy, which can be found here <https://justice.org.uk/about-us/our-strategy/>, details our main policy, development and organisational priorities for the period and we look forward to reporting on our achievements against these in next year's report.

The strategy sees us continue to form working parties of our members and we currently have a number of projects in train. The first, *Reforming Benefits Decision-Making*, seeks to ensure people who need to use the benefits system can get the support they need through accurate and timely decision-making; the second *A Parole System fit for Purpose* is examining the role, powers, and procedures of the Parole Board and the broader parole system of England and Wales, aiming to ensure that those involved in the parole process are not detained for longer than is necessary and lawful; the third, *Improving Access to Justice for Separating Families* will undertake a child-

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centred review of what families need from the Family Court when they seek help with child arrangements, with particular emphasis on domestic abuse victims and unrepresented litigants.

These three projects will result in reports in June and September 2021 respectively, with the final project expected to complete in early 2022. All will draw on the expertise of our members, supported by our staff.

We will start new Working Parties in 2021/22 on ensuring that privatisation, automation, and civil orders with criminal consequences do not inhibit effective challenge to decision-making through courts, tribunals and other complaints mechanisms. We will continue to follow up on past reports and policy work by capturing whether our activities and interventions have paved the way for desired outcomes.

We will continue to monitor cases proceeding before the courts with a view to making third party interventions in the Supreme Court in cases significant to JUSTICE's objectives.

We will continue to monitor the HMCTS Reform Programme, urging that it increase access and fairness in the courts and tribunals. We will explore and evaluate ways in which the integrity of the courts and justice process can be maintained as they adapt to the impact of COVID-19. We will lead thinking on which aspects of the COVID-19 response should remain, be revised or be discarded as courts 'return to normal'. As indicated under projects above, we are responding to proposed Government reforms to the role of judicial review and amendment of the Human Rights Act, and expect to soon address questions about the operation of the Supreme Court. We will continue to examine judicial appointments, with a view to increasing judicial diversity. We continue to brief politicians across parties on legislation going through Westminster and Holyrood Parliaments that relate to the justice system and respond to consultations of government and the judiciary on key justice issues.

As the effects of the pandemic are becoming clearer and we start on our roadmap out of lockdown, we plan to take lessons learned from this year to strength and grow our Development function.

First, we will continue to host a suite of virtual and in-person events, to allow better engagement across the UK and for the international supporters we have gained in the past year. We already have our Race to the Bench event planned in May and our Inspiring Women fundraising event in June, which we hope will boost our fundraising income. We will host more events that showcase the impact of our work at JUSTICE on society and our communities so that our donors can better understand the impact their donation is having, the first of these is planned for June 2021.

Second, we will continue to streamline our membership process, reviewing our member benefits and creating a better membership experience, in the hope of increasing our membership. We have set ourselves a goal of 10% growth for membership income in 2021-22.

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Third, we will expand our audience and reach through social and traditional media, strategic communications, and targeted messaging.

And lastly, we will continue to focus on the diversification of our income, our membership, our donors, our supporters, and our advocates to ensure our sustainable and continued growth as we enter yet another year of uncertainty. We have already seen some of our work on building relationships in 2020–21 come to fruition with a number of corporates expressing an interest in supporting our work with monetary donations and three new members join the JUSTICE60.

We will continue to support The Administrative Justice Council (AJC) in achieving its objectives as set out in its [business plan](#) through our dedicated secretariat function. If you would like to hear more about the work of the AJC you can subscribe to its newsletter, by emailing ajc@justice.org.uk.

Finally, I would like to thank our members, donors, funders and staff for their continued support, without which none of the work in this report would be possible and we would be unable to complete our plans for the year ahead.

Structure, governance and management

Staffing and volunteers

JUSTICE has a small staff team, which shrank slightly over the past year. Tariq Desai, our Criminal Justice Lawyer, and Oda Foldoy, our Communications Coordinator, left us to move to Oda's home country of Norway. Alex Walters, our Civil Justice Lawyer, left us to return to Australia. Tyrone Steele joined us a Criminal Justice Lawyer and Maddy Breen as Membership and Communications Coordinator.

We were also able to offer a number of new Legal Fellowships this year to Aymen Ati, Abby Buttle, Ellen Grant, Aislinn Kelly-Lyth, Daniel McKaveney and Florence Powell. These fellowships were in addition to our normal legal internships, one of which was funded by Westminster University to support the AJC's Health/advice partnership project.

Our permanent staff complement at the end of March 2021 was 14 with ten full-time and five part-time employees, this full-time equivalent (Note 7) increases to 20 when we include staff who

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have left within the year and our legal interns. We are proud to pay all our interns/fellows the London Living Wage and to be a registered London Living Wage Employer.

The volume of work detailed above would not be possible without all those who volunteered their services to JUSTICE. We would like to extend our thanks to the many eminent lawyers, judges and politicians who have contributed to our reports, our conferences and seminars, and helped us to raise the profile of JUSTICE over the last year.

Governance

The organisation is a charitable company limited by guarantee, incorporated on 26 June 1996 and registered as a charity on 10 October 1996.

The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association. In 2015, we amended our memorandum of association and regulations so that members of JUSTICE are members of the Company of JUSTICE, and are able to be elected, directly to the JUSTICE Board.

JUSTICE Council

The JUSTICE Council is an advisory body to the Board and is asked to:

- evaluate JUSTICE's work and provide suggestions for the future direction of JUSTICE's work;
- advise on JUSTICE policy with respect to challenging issues of the day;
- assist JUSTICE staff by providing contacts, for example, for the purposes of advancing policy work, fundraising and profile raising; and
- be part of a network of support for JUSTICE and its staff.

JUSTICE Board

JUSTICE Board Members are elected from individual members of JUSTICE and are Directors of the Charity for the purposes of the Companies Act and the charity trustees as defined by section 177 of the Charities Act and are referred to as Board members throughout this report.

All Board Members give their time voluntarily and receive no benefits from the charity.

The present Board Members and any previous Board Members for this financial year are listed on page 1 of this report.

The JUSTICE Board is responsible for the overall governance of JUSTICE. There must be a minimum of three members and a maximum of fifteen, we currently have fourteen in post. The Board meet at least four times per year, where they consider overall strategy, operational performance and the financial situation.

The Director of JUSTICE, Andrea Coomber works closely with the Board, meeting regularly with the Chair of the Board, Peter Binning, and consulting other Board members as required.

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JUSTICE is managed on a daily basis by the Senior Management Team, comprised of Jodie Blackstock, Legal Director; Samantha Burrridge, Director of Operations; and Amanda Miller, Director of Development, and is headed up by the Director, Andrea Coomber. Samantha Burrridge meets regularly with the Treasurer, Rachel Sexton, to review and discuss financial reports.

Appointment of Board Members

JUSTICE generally recruits Board members from within our membership. In order to be appointed to the Board, you need to be a JUSTICE member and be nominated by two members of JUSTICE, nominations being made in writing to the Director at least seven days before the Annual General Meeting. Board members have the power to appoint any person at any time to the Board to fill a vacancy, although this person will stand down and be re-elected at the next Annual General Meeting.

The Chair of the Board is nominated by the Board and subject to the approval of the members at the AGM.

In line with the recommendations of the UK Charity Governance Review 2016. Board members can only serve for two three-year terms and the Chair for one term, of four years.

Board Members induction and training

All new Board Members are inducted by the JUSTICE Director, invited to meet with JUSTICE staff, and are provided with an induction pack which includes the Charity Commission guidance on the responsibilities of Trustees, the Charity Governance Code and copies of JUSTICE's Articles of Association, Regulations, latest strategy, annual review, accounts and organisational structure.

All staff and Board members are offered the opportunity to pair up, with the Board member providing mentoring to the staff member. This has proved valuable to both the staff and Board member.

All Board Members are encouraged to attend training sessions offered by our Auditor on the roles and responsibilities of Trustees and the dates of these training sessions are circulated on a regular basis.

Finance Committee

JUSTICE'S Finance Committee is usually made up of JUSTICE Board Members, although membership of the committee is also open to members of JUSTICE. The members in 2020–21 were:

Rachel Sexton (Treasurer), Peter Binning (Chair of the JUSTICE Board, from November 2020), Walter Merricks CBE (Chair of the JUSTICE Board, until November 2020), Nick Benson, Liz Campbell, Manu Duggal and Christina Liciaga.

Trustees' annual report

For the year ended 31 March 2021

The Finance Committee met four times in 2020–21. Meetings were also attended by the JUSTICE Director and Director of Operations.

The Finance Committee's role is to:

- review the detailed draft annual budget and recommend its approval to the Board;
- monitor in-year financial performance via receipt of the monthly management accounts and monitor the overall financial position via regular cash and investment reports;
- review the statutory accounts and Trustees' annual report and recommend them to the Board;
- review and act upon, where appropriate, the findings from the annual audit as detailed in the post audit report;
- review the relationship with the auditor and ensure that independence and objectivity is maintained;
- review and maintain an up to date risk register;
- ensure organisational policies that are important to the financial health of the charity are relevant and up to date (e.g. reserves, trading, whistle-blowing, disaster recovery policies);
- act as a sounding board and provide advice and guidance to the Director and Finance Officer in meeting their responsibilities; and
- monitor the performance of the finance department and discuss and review any proposals for significant structural and operational changes.

Remuneration policy for key management personnel

JUSTICE is committed to ensuring a proper balance between: (i) paying our staff and others who work for us fairly so that we attract and retain the best people for the job, and (ii) careful management of our charity funds. In so doing, we will ensure the greatest effectiveness in delivering our charitable objectives and meeting the needs of our beneficiaries.

JUSTICE's Finance Committee assumes the responsibilities of a remuneration committee and comprises the Chair (ex-officio) and Treasurer of JUSTICE along with at least two other Board Members. Formal consideration of remuneration matters takes place annually, usually at the Finance Committee's February/March meeting during a private session. However, remuneration matters may also be considered at other meetings if ad hoc issues arise during the year. The Director attends Committee meetings but leaves when his/her remuneration is discussed.

The annual formal considerations of the Finance Committee are to:

- determine and keep under review the salary banding of all staff, using such market comparators as it deems suitable and taking account of the nature of the posts being considered;
- determine and review the remuneration package of the Director;
- determine any annual percentage 'cost of living' change in the payroll;
- determine whether there should be any exceptional consolidated or non-consolidated pay awards or salary increases for any staff;
- review pension arrangements; and

Trustees' annual report

For the year ended 31 March 2021

- ensure that contractual terms on termination are fair to the individual and the charity, that good performance is recognised and poor performance is not rewarded.

The Finance Committee does not have fully delegated authority in these matters and any recommendations or decisions must be ratified by the Board prior to implementation.

Statement of responsibilities of Board Members

JUSTICE Board Members (who are also directors of JUSTICE for the purposes of company law and the charity trustees as defined by section 177 of the Charities Act 2011) 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 Board 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 Board 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 and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

Board Members 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, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). 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 Board are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The Board has 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.

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For the year ended 31 March 2021

The Board are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at March 2021 was 2,066 (2020: 1,672). The Board are members of the charity, but this entitles them only to voting rights. The Board have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The Trustees' annual report has been approved by the Board on 6 July 2021 and signed on their behalf by

Rachel Sexton
Board Member and Treasurer

Independent auditor's report

To the members of

JUSTICE

Opinion

We have audited the financial statements of JUSTICE (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 2021 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
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended)

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 Auditor's 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 UK, including the FRC'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 JUSTICE'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.

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's 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.

Opinions 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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the 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' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require 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 directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in

Independent auditor's report

To the members of

JUSTICE

preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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 auditor's 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 are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

Independent auditor's report

To the members of

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- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's 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 related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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 is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might

Independent auditor's report

To the members of

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state to the charitable company's members 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Joanna Pittman (Senior statutory auditor)

15 July 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

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

For the year ended 31 March 2021

		Endowment	Restricted	Unrestricted	2021	Endowment	Restricted	Unrestricted	2020
	Note	Fund	Funds	Funds	Total	Fund	Funds	Funds	Total
		£	£	£	£	£	£	£	£
Income from:									
Donations and legacies	2	–	–	475,926	475,926	–	10,000	504,956	514,956
Charitable activities									
Research and education	3	–	176,788	122,695	299,483	–	192,148	96,593	288,741
Membership	3	–	–	105,348	105,348	–	–	98,842	98,842
Other trading activities									
Fundraising		–	–	–	–	–	–	22,240	22,240
Rental income		–	–	21,784	21,784	–	–	31,467	31,467
Investments		–	–	8,805	8,805	–	–	7,835	7,835
Total income		–	176,788	734,558	911,346	–	202,148	761,933	964,081
Expenditure on:									
Raising funds		601	–	97,622	98,223	645	–	111,143	111,788
Charitable activities									
Research and education		2,964	251,344	539,991	794,299	2,929	188,514	564,860	756,303
Membership		414	–	65,037	65,451	405	–	63,437	63,842
Total expenditure	4a	3,979	251,344	702,650	957,973	3,979	188,514	739,440	931,933
Net (expenditure) / income before investments		(3,979)	(74,556)	31,908	(46,627)	(3,979)	13,634	22,493	32,148
Net gain / (loss) on investments		20,660	–	10,808	31,468	(13,396)	–	(10,238)	(23,634)
Net income / (expenditure) for the year	5	16,681	(74,556)	42,716	(15,159)	(17,375)	13,634	12,255	8,514
Transfers between funds		–	47,234	(47,234)	–	–	–	–	–
Net movement in funds		16,681	(27,322)	(4,518)	(15,159)	(17,375)	13,634	12,255	8,514
Reconciliation of funds:									
Total funds brought forward		400,172	44,970	565,351	1,010,493	417,547	31,336	553,096	1,001,979
Total funds carried forward		416,853	17,648	560,833	995,334	400,172	44,970	565,351	1,010,493

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 14 to the financial statements.

JUSTICE

Balance sheet

Company no. 3216897

As at 31 March 2021

	Note	Endowment £	Restricted £	Unrestricted £	2021 £	Endowment £	Restricted £	Unrestricted £	2020 £
Fixed assets:									
Tangible assets	10	310,328	–	14,561	324,889	314,307	–	19,413	333,720
Investments	11	106,525	–	179,368	285,893	85,865	–	168,560	254,425
		416,853	–	193,929	610,782	400,172	–	187,973	588,145
Current assets:									
Debtors	12	–	–	30,223	30,223	–	–	45,531	45,531
Cash at bank and in hand		–	17,648	415,769	433,417	–	44,970	407,485	452,455
		–	17,648	445,992	463,640	–	44,970	453,016	497,986
Liabilities:									
Creditors: amounts falling due within one year	13	–	–	79,088	79,088	–	–	75,638	75,638
Net current assets		–	17,648	366,904	384,552	–	44,970	377,378	422,348
Total net assets		416,853	17,648	560,833	995,334	400,172	44,970	565,351	1,010,493
The funds of the charity:	15a								
Endowment fund		416,853	–	–	416,853	400,172	–	–	400,172
Restricted funds		–	17,648	–	17,648	–	44,970	–	44,970
Unrestricted funds									
Designated funds		–	–	175,000	175,000	–	–	150,000	150,000
General funds		–	–	385,833	385,833	–	–	415,351	415,351
Total unrestricted funds		–	–	560,833	560,833	–	–	565,351	565,351
Total charity funds		416,853	17,648	560,833	995,334	400,172	44,970	565,351	1,010,493

Approved by the trustees on 6 July 2021 and signed on their behalf by

Rachel Sexton
Treasurer

Peter Binning
Chair of the JUSTICE Board

JUSTICE

Statement of cash flows

For the year ended 31 March 2021

Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2021 £	2020 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	(15,159)	8,514
Depreciation charges	14,123	15,711
(Gains)/losses on investments	(31,468)	23,634
Dividends, interest and rent from investments	(8,805)	(7,835)
(Increase)/decrease in debtors	15,308	14,759
Increase/(decrease) in creditors	3,450	14,390
Net cash provided by / (used in) operating activities	(22,551)	69,173

	2021 £	£	2020 £	£
Cash flows from operating activities				
Net cash provided by operating activities		(22,551)		69,173
Cash flows from investing activities:				
Dividends, interest and rents from investments	8,805		7,835	
Purchase of fixed assets	(5,292)		(14,581)	
Net cash provided by investing activities		3,513		(6,746)
Change in cash and cash equivalents in the year		(19,038)		62,427
Cash and cash equivalents at the beginning of the year		452,455		390,028
Cash and cash equivalents at the end of the year		433,417		452,455

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies

a) Statutory information

JUSTICE is a charitable company limited by guarantee and is incorporated in United Kingdom.

The registered office address is 59 Carter Lane, London, EC4V 5AQ

b) Basis of preparation

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

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Tax recoverable under the gift aid scheme is recognised when receivable to align with the original donation.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Income received for seminars and other similar events, including income received to sponsor events, is recognised in the statement of financial activities in the period the event takes place.

Subscription income from members is credited to the statement of financial activities when received.

Rental income is credited to the statement of financial activities in the period in which it is related to.

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies (continued)

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Endowment funds are amounts raised through an appeal for charitable purposes which may be retained to produce an income for the charity or may be spent on premises, equipment and development at the discretion of the Executive Board.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other income received or generated for the charitable purposes.

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of Research and education and Membership undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies (continued)

j) Allocation of support costs

Expenditure is allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

	2021	2020
● Research and education	64%	64%
● Membership	9%	9%
● Support costs	11%	10%
● Governance costs	3%	3%
● Fundraising	13%	14%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity

● Research and education	75%
● Membership	10%
● Fundraising	15%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

● Computer equipment	– 25% straight line
● Database	– 20% straight line
● Freehold buildings	– 1% straight line

The useful economic life of the freehold buildings is in excess of 50 years but as the value of the building is not impaired below its carrying amount, no adjustments have been made. The value of land is not known and it is not separately accounted for; instead, the freehold property, including land, is depreciated over 100 years.

l) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies (continued)

m) Debtors

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

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

o) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p) Financial instruments

The charity 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2 Donations and legacies

	Restricted £	Unrestricted £	2021 Total £	Restricted £	Unrestricted £	2020 Total £
General Donations	–	145,141	145,141	10,000	154,221	164,221
Friends	–	36,867	36,867	–	36,067	36,067
JUSTICE60 Donations	–	286,000	286,000	–	307,700	307,700
Legacies	–	–	–	–	1,000	1,000
Donated services	–	7,918	7,918	–	5,968	5,968
	–	475,926	475,926	10,000	504,956	514,956

A number of Law Firms support the work of JUSTICE. This financial year we have recognised donated services from:

- Freshfields Bruckhaus Deringer, who provided Human Resources support.
- Linklaters LLP who provided support relating to our tenancy agreement.
- Dechert LLP who provided governance advice relating to the hosting of a virtual AGM and election of our new Chair.

3 Income from charitable activities

	2021			2020		
	Restricted	Unrestricted	Total	Restricted	Unrestricted	Total
	£	£	£	£	£	£
Trust and Foundations						
Existing / previous funders						
The Alexander Mosley Charitable Trust	–	25,000	25,000	–	25,000	25,000
The Barrow Cadbury Trust	14,000	–	14,000	10,000	–	10,000
The Blagrove Trust	7,500	–	7,500	15,000	–	15,000
The Evan Cornish Foundation	–	10,000	10,000	–	7,500	7,500
The HSM Charitable Trust	–	–	–	–	600	600
Laura Kinsella Foundation	–	1,000	1,000	–	1,000	1,000
Legal Education Foundation:						
21st Century Access to Justice	–	–	–	22,822	–	22,822
Administrative Justice Council	15,000	–	15,000	24,375	–	24,375
The Leri Charitable Trust	10,000	–	10,000	10,000	–	10,000
Paul Hamlyn Foundation	–	–	–	–	–	–
Persula Foundation	–	–	–	–	–	–
The Stewarts Foundation	–	6,000	6,000	–	6,000	6,000
Therium Access	–	–	–	45,000	–	45,000
Treebeard Trust	–	15,000	15,000	–	15,000	15,000
Trust for London	15,000	–	15,000	15,000	–	15,000
New funders						
The Dawes Trust	13,057	–	13,057	–	–	–
The Dulverton Trust	36,200	–	36,200	–	–	–
Eleanor Rathbone Charitable Trust	2,000	–	2,000	–	–	–
The Jolanta and Max Neufeld Charitable Trust	–	5,000	5,000	–	–	–
Joseph Rowntree Charitable Trust	5,966	–	5,966	–	–	–
Peter Stebbings Memorial Charity	2,500	–	2,500	–	–	–
The Revilo Trust	–	500	500	–	–	–
Simmons and Simmons Charitable Foundation	–	10,000	10,000	–	–	–
Standard Life Foundation	20,000	–	20,000	–	–	–
29th May 1961 Charitable Trust	5,000	–	5,000	–	–	–
Other:						
Existing / previous funders						
Allen and Overy Foundation	–	10,000	10,000	–	10,000	10,000
Herbert Smith Freehills LLP	–	5,000	5,000	–	5,000	5,000
Ministry of Justice	20,000	–	20,000	20,000	–	20,000
Howard Kennedy LLP	–	–	–	3,151	–	3,151
Morrison & Foerster (UK) LLP	–	–	–	9,800	–	9,800
Society of the Holy Child Jesus	–	–	–	7,000	–	7,000
Travers Smith	–	–	–	10,000	–	10,000
The Worshipful Company of Arbitrators	–	–	–	–	5,000	5,000
New funders						
Blackrock	7,452	–	7,452	–	–	–
City of London Corporation	–	10,000	10,000	–	–	–
Jenner & Block LLP	–	5,000	5,000	–	–	–
Montfort	–	3,000	3,000	–	–	–
University of Westminster	3,113	0	3,113	–	–	–
Education:						
Conferences	–	17,015	17,015	–	18,565	18,565
Publications	–	180	180	–	747	747
Other	–	–	–	–	2,181	2,181
Sub-total for research and education	176,788	122,695	299,483	192,148	96,593	288,741
Membership	–	105,348	105,348	–	98,282	98,282
Sub-total for membership	–	105,348	105,348	–	98,282	98,282
Total income from charitable activities	176,788	228,043	404,831	192,148	194,875	387,023

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Notes to the financial statements

For the year ended 31 March 2021

4a Analysis of expenditure

	Charitable activities					2021	2020
	Cost of raising funds £	Research & education £	Membership £	Governance costs £	Support costs £	Total £	Total £
Staff costs (Note 6)	67,299	636,423	46,591	15,530	56,945	822,788	754,855
Premises costs	1,641	8,078	1,136	379	1,388	12,622	27,737
Office costs	9,286	67,737	6,429	2,143	7,858	93,453	85,106
Publications/printing/design	–	–	–	–	–	–	3,728
Training, seminars and conferences	–	–	–	–	–	–	12,797
Fundraising costs	3,556	–	288	–	–	3,844	23,918
Professional fees	–	–	–	8,142	–	8,142	7,980
Depreciation	1,836	9,039	1,271	424	1,554	14,124	15,711
Other costs	–	–	–	3,000	–	3,000	101
	83,618	721,277	55,715	29,618	67,745	957,973	931,933
Support costs	10,162	50,809	6,774	–	(67,745)	–	–
Governance costs	4,443	22,213	2,962	(29,618)	–	–	–
Total expenditure 2021	98,223	794,299	65,451	–	–	957,973	
Total expenditure 2020	111,788	756,303	63,842	–	–	–	931,933

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Notes to the financial statements

For the year ended 31 March 2021

4b Analysis of expenditure (prior year)

	Charitable activities					2020
	Cost of raising funds £	Research & education £	Membership £	Governance costs £	Support costs £	Total £
Staff costs (Note 6)	62,256	594,768	40,022	13,341	44,468	754,855
Premises costs	3,883	17,752	2,496	832	2,774	27,737
Office costs	9,110	61,606	5,931	1,952	6,507	85,106
Publications/printing/design	–	127	3,601	–	–	3,728
Training, seminars and conferences	–	12,797	–	–	–	12,797
Fundraising costs	20,740	–	3,178	–	–	23,918
Professional fees	–	–	–	7,980	–	7,980
Depreciation	2,200	10,055	1,414	471	1,571	15,711
Other costs	–	–	–	101	–	101
	<u>98,189</u>	<u>697,105</u>	<u>56,642</u>	<u>24,677</u>	<u>55,320</u>	<u>931,933</u>
Support costs	9,404	40,937	4,979	–	(55,320)	–
Governance costs	4,195	18,261	2,221	(24,677)	–	–
	<u>111,788</u>	<u>756,303</u>	<u>63,842</u>	<u>–</u>	<u>–</u>	<u>931,933</u>

Notes to the financial statements

For the year ended 31 March 2021

5 Net income / (expenditure) for the year

This is stated after charging / crediting:

	2021 £	2020 £
Depreciation charge for the year	14,123	15,711
Auditor's remuneration (excluding VAT): Audit services	<u>6,785</u>	<u>6,650</u>

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	684,117	623,098
Social security costs	65,706	61,239
Employer's contribution to defined contribution pension schemes	65,300	58,009
Redundancy and termination costs	–	2,433
Salary Admin (re: childcare vouchers)	1,189	93
Staff training/practising certificate	4,754	5,071
Consultancy	–	4,316
Staff recruitment	1,722	595
	<u>822,788</u>	<u>754,855</u>

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2021 No.	2020 No.
£60,000 – £69,999	2	1
£80,000 – £89,999	–	1
£90,000 – £99,999	<u>1</u>	<u>–</u>

The total employee benefits including pension contributions and employer's national insurance of the key management personnel were £343,028 (2020: £308,517).

The charity Board members were not paid nor received any other benefits from employment with the charity in the year (2020: £nil). No Board member received payment for professional or other services supplied to the charity (2020: £nil).

Notes to the financial statements

For the year ended 31 March 2021

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2021 Employed No.	2021 FTE No.	2020 Employed No.	2020 FTE No.
Raising funds	2.5	2.1	2.9	2.4
Research and education	12.8	10.4	12.8	10.8
Membership	1.7	1.4	1.6	1.4
Support	2.4	1.9	2.1	1.8
Governance	0.6	0.5	0.6	0.5
	20.0	16.3	20.0	16.9

8 Related party transactions

Aggregate donations from related parties were £27,270 (2020: £31,661).
There are no other related party transactions to disclose for either year.

9 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10 Tangible fixed assets

	Freehold property £	Database £	IT Equipment £	Total £
Cost or valuation				
At the start of the year	397,862	25,180	52,575	475,617
Additions in year	–	–	5,292	5,292
Disposals	–	–	(7,094)	(7,094)
At the end of the year	397,862	25,180	50,773	473,815
Depreciation				
At the start of the year	83,555	25,180	33,162	141,897
Charge for the year	3,979	–	10,144	14,123
Disposals	–	–	(7,094)	(7,094)
At the end of the year	87,534	25,180	36,212	148,926
Net book value				
At the end of the year	310,328	–	14,561	324,889
At the start of the year	314,307	–	19,413	333,720

All of the above assets are used for charitable purposes.

JUSTICE

Notes to the financial statements

For the year ended 31 March 2021

11 Listed investments

	2021 £	2020 £
Fair value at the start of the year	254,425	278,059
Additions at cost	–	–
Net gain / (loss) on change in fair value	31,468	(23,634)
	<u>285,893</u>	<u>254,425</u>
Fair value at the end of the year	<u>285,893</u>	<u>254,425</u>

Investments comprise:

	2021 £	2020 £
UK Common investment funds	285,893	254,425
	<u>285,893</u>	<u>254,425</u>

Investments representing over 5% by value of the portfolio comprise:

	2021 £	2020 £
CCLA COIF Fixed Interest Fund	117,573	119,253
Charishare Common Investment Fund	168,320	135,172
	<u>117,573</u>	<u>135,172</u>

12 Debtors

	2021 £	2020 £
Other debtors	241	3,264
Prepayments	17,561	16,546
Accrued income	12,421	25,721
	<u>30,223</u>	<u>45,531</u>

13 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	10,173	10,213
Rent received in advance	7,250	14,082
Taxation and social security	19,225	17,083
Pension contributions payable	6,661	5,863
Accruals	35,779	28,397
	<u>79,088</u>	<u>75,638</u>

Notes to the financial statements

For the year ended 31 March 2021

14a Movements in funds (current year)

	At 1 April 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
Endowment fund	400,172	20,660	(3,979)	–	416,853
Restricted funds:					
Administrative Justice Council	6,045	50,410	(70,790)	14,335	–
Administrative Justice Council Intern	–	2,703	(2,420)	–	283
Capital Campaign	5,000	–	–	–	5,000
Challenging school exclusions Working Party	–	2,500	(5,049)	2,549	–
Defending the rule of law, access to justice and human rights	–	5,966	(15,330)	–	(9,364)
Immigration and Asylum	3,751	10,000	(8,835)	–	4,916
Improving Access to Justice for Separating Families Working Party	0	2,000	(28,140)	26,140	–
Intern funding	–	36,200	(3,286)	–	32,914
Reforming Benefits Decision-Making Working Party	–	27,452	(30,606)	–	(3,154)
Prosecuting Sexual Offences Working Party	–	13,057	(1,044)	–	12,013
Solving Housing Disputes Working Party	–	5,000	(9,210)	4,210	–
Tackling Racial Injustice Working Party	174	21,500	(46,634)	–	(24,960)
Therium Access grant	30,000	–	(30,000)	–	–
Total restricted funds	44,970	176,788	(251,344)	47,234	17,648
Unrestricted funds:					
Designated funds – Administrative Justice Council	–	–	–	25,000	25,000
Designated fund – Working Parties	150,000	–	(75,764)	75,764	150,000
Total designated funds	150,000	–	(75,764)	100,764	175,000
General funds	415,351	745,366	(626,886)	(147,998)	385,833
Total unrestricted funds	565,351	745,366	(702,650)	(47,234)	560,833
Total funds	1,010,493	942,814	(957,973)	–	995,334

The narrative to explain the purpose of each fund is given at the foot of the note below.

Notes to the financial statements

For the year ended 31 March 2021

14b Movements in funds (prior year)

	At 2 April 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2020 £
Endowment fund	417,547	–	(17,375)	–	400,172
Restricted funds:					
Mental Health and Fair Trial	6,702	–	(6,702)	–	–
Strengthening 21st Century Access to Justice	(544)	22,822	(22,278)	–	–
Capital Campaign	5,000	–	–	–	5,000
Immigration and Asylum	–	10,000	(6,249)	–	3,751
Administrative Justice Council	11,178	59,375	(64,508)	–	6,045
Longford Trust Internship	–	10,000	(10,000)	–	–
Challenging School exclusions Working Party	3,000	7,000	(10,000)	–	–
When things go wrong Working Party	6,000	9,800	(15,800)	–	–
Solving Housing Disputes Working Party	–	3,151	(3,151)	–	–
Tackling Racial Injustice Working Party	0	35,000	(34,826)	–	174
Therium Access grant	–	45,000	(15,000)	–	30,000
Total restricted funds	31,336	202,148	(188,514)	–	44,970
Unrestricted funds:					
Designated fund – Working Parties	185,000	–	(140,703)	105,703	150,000
General funds	368,096	751,695	(598,737)	(105,703)	415,351
Total unrestricted funds	553,096	751,695	(739,440)	–	565,351
Total funds	1,001,979	953,843	(945,329)	–	1,010,493

Purposes of endowment funds

Endowment funds are held as part of an expendable endowment fund and is comprised of the freehold property on Carter Lane and some listed investments.

Purposes of restricted funds

Restricted funds represent grants and donations given for specific purposes. Unspent funds at the year end are to be carried forward and spent on that specific project in a future period. The specific purposes are:

Administrative Justice Council

The Administrative Justice Council was set up to ensure that the administrative justice system is more accessible, fair and effective by improving administrative decision-making, simplifying appeals, complaints procedures and redress mechanisms and ensuring access to justice for some of the most vulnerable people in society. The Council is funded by the Ministry of Justice, The Legal Education Foundation and Trust for London, with any short-fall in funding made up by JUSTICE.

Administrative Justice Council Intern

Westminster University provided funding for an internship to support the AJC's Health/advice partnership project.

JUSTICE Capital Campaign

These are funds raised to support the refurbishment of our offices at 59 Carter Lane.

Challenging school exclusions Working Party

Matrix Chambers supported our working party on Challenging School Exclusions with a £3,000 grant in 2018–19 and providing pro bono support. The Society of the Holy Jesus Child (£7,000 in 2019–20) and Peter Stebbings Memorial Charity (£2,500 2020–21) contributed towards implementation of its report's recommendations. The rest of the staff time on this Working Party was funded from JUSTICE's designated funds. This report examines the processes used to make and review a decision to exclude permanently a pupil in England and identifies serious weaknesses within the current system.

14 Movements in funds (continued)**Defending the rule of law, access to justice and human rights**

The Joseph Rowntree Charitable Trust is supporting our work on this, with a three-year grant of £71,597, of which £5,966 has been received in this financial year. This grant has supported our work this year responding to proposed reforms of judicial review and the Human Rights Act. This fund is in deficit but future grant payments will be received to bring it back into a positive position.

Immigration and Asylum

The Leri Charitable Trust is supporting our work on Immigration and Asylum, ensuring the recommendations from our 2018 report are implemented.

Improving Access to Justice for Separating Families Working Party

This Improving Access to Justice for Separating Families working party commenced in January and is considering how access to justice can be improved for separating families in private family proceedings. The Eleanor Rathbone Charitable Trust has also contributed £2,000 towards this working party. The rest of the staff time on this Working Party was funded from JUSTICE's designated funds.

Intern funding

The Dulverton Trust is providing a grant of £36,200 to support our internship and fellowship programme.

Reforming Benefits Decision-Making Working Party

BlackRock and Weil, Gotshal and Manges LLP is supporting our working party on Reforming Benefits Decision-Making. The report is due to be published in June and will make recommendations covering improvements to medical assessments, initial interviews and sanction processes; direct appeal to the tribunal but with mandatory review by DWP upon filing and better notification of the appeal process; a portal operated by DWP and which signposts to advice and support services; adoption of Understanding Courts recommendations for simple and accessible information on appealing; early legal help and co-location of legal advice with other support services. This fund is in deficit but future grant payments will be received to bring it back into a positive position.

Prosecuting Sexual Offences Working Party

The Dawes Trust is supporting the implementation work of our Prosecuting Sexual Offences working party. Our main method of advancing this work over the year was through our position on the Home Office Stakeholder Engagement Group for its Child Sexual Abuse strategy. We have continued to work towards a pilot conditional diversion scheme, liaising with NGO Safer Lives and the National Police Chief's Council lead on child protection. The year has also seen roll out of improved measures for victims of sexual offences giving evidence to court, which we continue to support and monitor.

Solving Housing Disputes Working Party

Howard Kennedy LLP supported our working party on Solving Housing Disputes with a donation of £3,151 towards the costs of producing the report in 2019–20, as well as providing pro bono support to the working party. The 29th May 1961 Charitable Trust provided us with a one-year grant of £5,000 for implementation in this financial year. The rest of the staff time on this Working Party was funded from JUSTICE's designated funds. Implementation work has continued since the launch of the report in March 2020, we have cemented collaboration with a number of groups who agree on the need for reform, including joining a Consumer Redress coalition, which has been meeting to consider the creation of an online portal to assist claimants in knowing how to seek help with their housing problems. We had been working on a mediation pilot, with the Property Chamber president, the idea of which was suspended while possession hearings were on hold and is now incorporated into the protocol for those proceedings. We are monitoring this carefully. We are also liaising with the Civil Procedure Rule Committee regarding improvements to pre-action protocols, which will be considered once the possession process is fully resumed.

Notes to the financial statements

For the year ended 31 March 2021

14 Movements in funds (continued)

Tackling Racial Injustice: Children and the Youth Justice System

Barrow Cadbury Trust, The Blagrove Trust, and Travers Smith LLP are supporting our working party on Racial Disparity in Youth Justice. This working party, chaired by Sandra Paul, examined the causes of BAME disproportionality in the Youth Justice System (YJS) of England and Wales. It made practical recommendations with a view to reducing that disproportionality. In addition, it sought to ensure that children are not needlessly criminalised by improving the attitudes, processes and procedures in the YJS. This fund is in deficit but future grant payments will be received to bring it back into a positive position.

Therium Access grant

Therium Access contributed a one year grant towards salary costs to help JUSTICE continue their work reforming the United Kingdom's justice system to increase access to justice and protect human rights for everyone.

Purposes of designated funds

Designated funds have been set aside by the Trustees to fund staff time spent on our Working Parties and the Administrative Justice Council.

15a Analysis of net assets between funds (current year)

	Endowment £	Restricted £	Designated £	General unrestricted £	Total funds £
Tangible fixed assets	310,328	–	–	14,561	324,889
Investments	106,525	–	–	179,368	285,893
Net current assets	–	17,648	175,000	191,904	384,552
Net assets at the end of the year	416,853	17,648	175,000	385,833	995,334

15b Analysis of net assets between funds (prior year)

	Endowment £	Restricted £	Designated £	General unrestricted £	Total funds £
Tangible fixed assets	314,307	–	–	19,413	333,720
Investments	85,865	–	–	168,560	254,425
Net current assets	–	44,970	150,000	227,378	422,348
Net assets at the end of the year	400,172	44,970	150,000	415,351	1,010,493

Notes to the financial statements

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16 Operating lease commitments payable as a lessee

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Equipment 2021 £	2020 £
Less than one year	1,162	1,162
Two to five years	2,614	3,775
	<u>3,775</u>	<u>4,937</u>

17 Operating lease commitments receivable as a lessor

Amounts receivable under non-cancellable operating leases are as follows for each of the following periods

	Property 2021 £	2020 £
Less than one year	13,527	29,500
One to five years	-	21,027
	<u>13,527</u>	<u>50,527</u>

18 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.