

JUSTICE COLLABORATIONS

England & Wales · Charity number 1187441

Details

Status Registered

Legal form Charitable company

Company number [12328192](#)

Registered 2020-01-17

Register [View on the Charity Commission register](#)

Contact

Address Justice Collaborations
15 Alfred Place
London
WC1E 7EB

Phone 02030055697

Email secretary@thelef.org

Activities

Objects: 2.1 THE OBJECTS OF THE CHARITY ARE, FOR THE PUBLIC BENEFIT:2.1.1 TO PROMOTE THE ADVANCEMENT OF LEGAL EDUCATION, THE STUDY OF LAW IN ALL ITS BRANCHES AND THE SOUND ADMINISTRATION OF LAW; 2.1.2 TO RELIEVE POVERTY AND OTHER CHARITABLE NEED AND TO PROMOTE SOCIAL INCLUSION BY WORKING WITH PEOPLE WHO ARE SOCIALLY EXCLUDED OR WHO FACE DISCRIMINATION ON THE GROUNDS OF SEX, RACE, DISABILITY, ETHNIC ORIGIN, RELIGION, BELIEF, CREED, SEXUAL ORIENTATION OR GENDER RE-ASSIGNMENT, IN PARTICULAR BUT NOT EXCLUSIVELY BY THE PROVISION OF ADVICE, COUNSEL, ASSISTANCE AND REPRESENTATION TO THOSE WHO COULD NOT OTHERWISE OBTAIN SUCH SUPPORT; AND2.1.3 TO ADVANCE ANY OTHER PURPOSES RECOGNISED AS CHARITABLE IN ENGLAND & WALES FOR THE TIME BEING.

Activities: We are a charity that operates throughout the United Kingdom to ensure that the justice system is fair, accessible and sustainably resourced. We build effective collaborations between funders, legal and community organisations that work together to create access to justice and social change.

Classification

- **How:** Makes Grants To Organisations, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, Disability, The Prevention Or Relief Of Poverty, Other Charitable Purposes
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-06-30	£1,726,000	£5,074,000	£2,344,000	0
2024-06-30	£4,334,000	£5,198,000	£5,692,000	0
2023-06-30	£8,053,000	£4,168,000	£6,556,000	0
2022-06-30	£1,687,000	£4,478,000	£2,671,000	3
2021-06-30	£2,675,000	£3,355,000	£5,462,000	3

Trustees

Name	Role	Appointed
Barbora Bukovska		2025-06-18
Ernest Ulaya		2025-07-25
Jacqueline Helen Broadhead		2019-12-18
Jennifer Su-lan Ang		2019-12-18
Matthew Smerdon		2019-12-18

Accounts

JUSTICE COLLABORATIONS

ANNUAL REPORT & ACCOUNTS

YEAR ENDED 30 JUNE 2025

Charity number: 1187441
Company number: 12328192

Contents	Page
Details	<u>3</u>
Report of the Trustees	
Constitution, Object and Public Benefit	<u>4</u>
Strategic objectives and achievements to date	<u>5</u>
Plans for the future	<u>7</u>
Financial Review	<u>8</u>
Statement of Trustees' Responsibilities	<u>9</u>
Risk Management	<u>10</u>
Governance	<u>11</u>
Trustees and Key Management	<u>14</u>
Independent Auditor's Report to the Trustees	<u>16</u>
Statement of Financial Activities	<u>22</u>
Balance Sheet	<u>23</u>
Statement of Cash Flows	<u>24</u>
Notes to the Accounts	<u>25</u>

DETAILS

PRINCIPAL OFFICE

15 Alfred Place London
WC1E 7EB

CHARITY REGISTRATION NUMBER

1187441

COMPANY REGISTRATION NUMBER

12328192

PRINCIPAL PROFESSIONAL ADVISERS

AUDITOR

RSM UK Audit LLP
Davidson House
Forbury Square
Reading
RG1 3EU

BANKER

National Westminster Bank plc 94 Moorgate
Moorgate
London EC2M 6UR

REPORT OF THE TRUSTEES

for the year ended 30 June 2025

Constitution

Justice Collaborations is a company limited by guarantee (incorporated in England and Wales on 22 November 2019) and also a charity registered in England and Wales (registered on 17 January 2020).

Justice Collaborations is a wholly owned subsidiary of The Legal Education Foundation (charity number: 271297).

Objects

The objects of the Charity are, for the public benefit:

- To promote the advancement of legal education, the study of law in all its branches and the sound administration of law;
- To relieve poverty and other charitable need and to promote social inclusion by working with people who are socially excluded or who face discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment, in particular but not exclusively by the provision of advice, counsel, assistance and representation to those who could not otherwise obtain such support; and
- To advance any other purposes recognised as charitable in England & Wales for the time being.

Public Benefit

The trustees confirm that they have referred to the Charity Commission's guidance on Public Benefit when considering the charity's aims and objectives and in planning future activities. Details of how the charity will meet its public benefit obligations can be seen in the following sections of this report.

Strategic objectives and achievements to date

The Legal Education Foundation's subsidiary charity, Justice Collaborations (charity number: 1187441) provides a vehicle for hosting joint programmes with other foundations. The first Justice Collaborations programme is the Justice Together Initiative.

Justice Together is a ten-year collaborative programme that was launched in 2020 with the vision that people who use the immigration system can access justice fairly and equally without being harmed. Its mission is to bring together people and organisations to transform the immigration system. Through grant-making and collaboration, it connects lived experience, front-line immigration advice and influencing strategies to create lasting change. Since Justice Together launched in 2020, a series of very restrictive immigration laws, the Covid pandemic, a financial crisis and the war in Ukraine have further deepened the challenges faced by organisations in the migration sector, and those trying to access justice.

Justice Together funding was initially distributed through open grant rounds, phased across regions and devolved nations. This year the funding has primarily focussed on renewing existing grant partners, as the funding is intended as long term. As well as grant funding, Justice Together runs a community of impact, made up of grant partners and the wider migration sector, with a focus on connecting and sharing learning.

In total, Justice Together funds 41 main grants with 81 partner organisations. Decisions on grants and support with developing the strategy are made by the grants committee, which is predominantly made up of people with learned and lived experience of the immigration system.

This year Justice Together refreshed the strategy and have made significant progress towards its three goals.

Goal 1: A more sustainable, collaborative and coordinated immigration advice sector

This year Justice Together continued to fund immigration legal advice across partnerships and within grass roots migrant led organisations who are well connected to the communities they are set up to support. The majority of advice grants are to multiple organisations working in partnership. The opportunity to have space to share learning and work together continues to be overwhelmingly positive. In total 19 grants to a total of £4,297,000 were

renewed this year. They have part-funded 72 legal advice posts; 43 of these advisors and lawyers have lived experience of the immigration system.

In 2024, 18,516 people were advised by Justice Togethers grant partners receiving specialist immigration advice. (This number represents the number of people advised by Justice Together funded advice posts, for grant partners that have had a least one full year of funding.)

Over two years through an infrastructure support programme, £305,000 was granted to 21 organisations for one-off grants up to £20,000 to strengthen organisations' infrastructure with a focus on grassroots, migrant led organisations.

This year there has been an increase in grant partners securing funding from local authorities and getting legal aid contracts. Justice Together funded 10 grant partners to receive up to 6.5 days fundraising support to assist with sustainability. They have also invested in learning for local authorities in how to fund immigration advice. A consultant for Justice Together, organised a series of 4 webinars to provide an insight into several models that local authorities have used to resource immigration legal advice on a national level, with 353 people attending.

The Grant Partner Community Manager has developed and expanded our learning and exchange work, running 18 events for 641 people on a range of topics from low cost models for legal advice, to wellbeing and racial justice. As well as funding a specialist wellbeing programme for racialised people working in the migration sector.

Goal 2: An immigration sector which is better able to advocate for fairness and justice in the immigration system and where people directly affected set the agenda for change

Justice Together is funding 21 influencing positions, 20 of which have been taken up by people who have lived experience of the immigration system. They have seen a significant increase in advice organisations being more involved in systemic change work, through evidence gathering, advocating with their local MP's and joining with national movements.

Justice Together has also seen the benefits of building influencing capacity more broadly within the sector, so they are ready to respond to the inevitable changes that come, without being too prescriptive about the work in advance. A good example of this was the funding towards Public Law Project (PLP) and partners' coordination to stop Rwanda removals.

Justice Together commissioned Jo Wilding to update her research looking at the demand and provision of immigration advice across the UK (*'No Access to Justice 2': Mapping the UK's continuing immigration and asylum legal advice crisis* – A report by Jo Wilding, June 2025). This was launched in Westminster and online and has so far been widely used by organisations to evidence the need for advice.

Goal 3: Organisations in the immigration sector are actively contributing to racial justice

Justice Together has been refining its plans in relation to racial justice, based on consultation with grant partners, its anti-racist advisory group who met twice and learned from the grant partner.

They have now developed a racial justice action plan and have clear activities in the refreshed strategic plan towards this goal.

They launched a racial justice programme, which aims to improve the migration sector's understanding of how immigration policies intersect with racism and to empower them with the tools to implement anti-racist practices within their organisations.

Plans for the Future

In summary, our key plans for the year ahead are:

- Progressing the work around increasing local authority funding for immigration advice through more intensive one to one learning on how to practically start funding immigration advice.
- Explore expanding our community of impact beyond grant partners, and ensuring our knowledge and learning is open sourced for the migration sector.
- Recruit a consultant to carry out an impact evaluation of Justice Together so far.
- Develop a clear proposal for the next phase of Justice Together post 2029.
- Expand the well-being offer for grant partners and seek to deliver programmes in partnership with other funders and organisations to avoid

duplication.

- Work with funder partners, to see how we can better work collaboratively and share information and learning.
- Develop our influencing capacity as a funder collaboration and explore opportunities for influencing.
- Review the learning from the racial justice programme and develop a programme of support around Racial justice.

Financial Review

Results for the year

The Financial Statements for the year are set out on pages **22** to **35**. These show the award of restricted grants to Justice Collaborations of which £1,635k (2024: 4,263k) have been defined as meeting the criteria for recognition in this financial year. The funding environment is challenging. Many have been affected by lower investment income, with endowments reduced, affecting available funding.

The total level of Reserves carried forward as at 30 June 2025 is £2,344k (2024: £5,692k) all of which are restricted. The period over which incoming grants are expended ranges from 1 to 5 years. Costs incurred in the year, including grants awarded, totalled £5,074k (2024: £5,198k) all of which have been charged against the restricted funds received.

Principal funding sources

The source of funds for Justice Collaborations is grants. Total grants awarded to the charity in the current year are noted in note 2 to the financial statements.

Reserves policy

Justice Collaborations maintains reserves which the Board of Trustees deem appropriate for its effective operation. All the charity's reserves are treated as restricted as they relate to the Justice Together Initiative, which is currently the only programme run by Justice Collaborations.

The charity has received commitments from funders which can be used to fund staffing costs, other running costs and a programme of grant awards over a

number of years.

The trustees will ensure that the charity has sufficient reserves to cover the costs of maintaining the grants it has awarded to completion. Additionally, the trustees will continue to review the level of grant awards to ensure that they meet the requirements of funders' grant agreements and the strategic objectives of the JTI.

Sufficient reserves are quantified to be 4 months of running costs. At 30 June 2025 total reserves stood at £2,344k.

Cash flow and cash levels

In the year to 30 June 2025, a total of £5,439k (2024: £3,076k) of grant income was paid to the charity by funders. The cash balance at 30 June 2025 was £3,842k (2024: £3,439k). A portion of the charity's working capital is held in notice accounts as current asset investments to optimise interest income - £1,079k at 30 June 2025 (2024: £1,041k).

When considering the level of grant awards in each round, the Board considers the available funds and the commitments made by funders.

Statement of trustees' responsibilities

The charity trustees (who are also the directors of Justice Collaborations for the purpose of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with the applicable law and United Kingdom accounting standard (United Kingdom general accepted accounting practice). The report and accounts have been prepared in accordance with the provisions in the Companies Act 2006 relating to small companies.

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charity company and of the incoming resource and application of resources, including the income and expenditure of the charity for that period. In preparing the financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles and the charities SORP;
- make judgments and estimates that are reasonable and prudent;

- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explain 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 business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence taking responsible steps for the prevention of fraud and other irregularities.

The trustees 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.

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our Trustees' Annual Report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- The trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the provisions applicable to companies entitled to claim the small companies' exemption.

Risk management

Overall

The trustees are responsible for identifying, managing and monitoring the risks

facing the organisation and for mitigating these risks to arrive at an acceptable risk appetite.

A Risk Register is maintained that lists and ranks all identified risks via a traffic light system. The register shows gross and net risk for each identified item of risk, mitigations which are already in place and identifies any further action required and who is responsible for that action.

The trustees review the risk register at every meeting.

The trustees consider the following to be the principal residual risks and ensure that appropriate mitigations are in place and are monitored:

Operational / Reputation	Hate driven activity leads to physical threat or social/mainstream media content targeting Trustees, staff and/or grant partners
Operational	Inadequate cyber security protections in place lead to data corruption/loss, introduction of malware/ransomware, and data protection breaches.
External	Significant changes occur in the constitutional, legislative and/or regulatory environment in which the Foundation operates that restricts our ability to deliver our strategic objectives.
Governance/ Reputation	Trustee body does not reflect diversity in terms of skills, protected characteristics or lived experience which leads to poor decision making and loss of credibility. Lack of direction, strategy and forward planning could lead to the charity drifting with no clear objectives, resources used ineffectively and loss of reputation.

Governance

Trustees and trustee recruitment

The ultimate control of Justice Collaborations is held by The Legal Education Foundation which is the sole Member.

The trustees meet at least three times during the year, with additional meetings

taking place if necessary. The trustees devote each meeting to considering strategic issues in addition to receiving update reports from senior management.

The first trustees of the charity were appointed in November 2019. The Board is currently comprised of:

- one trustee of The Legal Education Foundation,
- the chief executive of The Legal Education Foundation, and
- two independent trustees

An additional independent trustee will be formally appointed at the November 2025 meeting. The independent trustees were appointed following a formal recruitment and interview process.

Trustees' powers and responsibilities are documented in the Articles of Association of Justice Collaborations.

The trustees take steps to ensure that they work as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions. They can access independent professional advice, such as legal or financial advice, at the charity's expense if needed. A governance review was started in 2024 and has been considered throughout the year, with implementation continuing in 25-26.

Justice Together Initiative grants committee

The grants committee is formed of three trustees together with three paid external members who have personal experience of the immigration system. The committee meets at least twice a year.

The trustees and those who served as such at any time during the financial year, together with details of their committee memberships as at the date of the approval of these financial statements, 13th November 2025, are shown on page 14.

Induction and training of trustees

New trustees are provided with an induction programme during which they meet with the key management and the Secretary, and are also made aware of:

- The responsibilities of trustees
- The organisation's constitution
- The committees and decision-making processes
- The plan for meeting the Charity's Objects

Charity Governance code

Justice Collaborations is committed to best practice in governance. The Trustees have adopted the main policies of its parent charity which includes a formal review of compliance with the Charity Governance code, by The Legal Education Foundation's Finance, Audit and Risk Committee. The results of the latest review confirmed that the charity continues to comply with the Charity Governance Code.

The Charity continually reviews ways to improve its governance and focusses on the areas of the code where this can best occur.

The Legal Education Foundation appointed a Power, Culture and Inclusion lead, who has been working with Trustees and staff to improve the group's practices in line with the Diversity section of the Code.

The Justice Together initiative has been developed with a commitment to equity and human rights, inclusion and anti-racism at its core. It has a dedicated Anti-Racism Working Group and is working with an expert consultant.

Conflicts of interest

Justice Collaborations has adopted its parent's (The Legal Education Foundation) Conflicts of Interest Policy which requires trustees, executives, external committee members and advisers to declare any interest which could give rise to conflict of interest. They are required to exempt themselves from all relevant decisions which may involve a transaction with a related party or in which they may have a conflict of interest although they can take part in general discussion on the area concerned at trustees' meetings.

A register of interests is maintained, and relevant conflicts are declared at each Board and Committee meeting.

Fundraising

Justice Collaborations has not entered contracts with central or local government to deliver services. It does not raise funds from the public and therefore has not subscribed to any fundraising standards or scheme for fundraising regulation. However, the charity is committed to good fundraising practice.

The trustees are aware of the regulations and have nothing further to disclose under the provisions of section 13 of the Charities (Protection and Social Investment) Act 2016.

Auditors

RSM UK Audit LLP has indicated its willingness to continue in office.

Remuneration

Remuneration of senior management has previously been decided following detailed advice from recruitment and remuneration consultants. Annual cost of living increases are approved by the parent charity's Finance, Audit and Risk Committee.

Trustees and Key Management

The trustees (who are also the Directors of the company), and those who served as such at any time during the financial year, together with details of their committee memberships as at 13th November 2025, are as follows:

	Date appointed	Leaving date	JTI grants committee
Jennifer Ang	18/12/19		Chair
Jacqueline Broadhead	18/12/19		Y
Barbora Bukovská	18/06/25		
Paddy Sloan - Chair	01/06/21		
Matthew Smerdon	18/12/19		Y
Ernest Ulaya	25/07/25		Y

External paid members to the grants committee who service during the financial year and as at 13th November 2025 are: Dami Makinde (left March 2025), Dylan Fotoohi, Isata Kanneh, Zain Hafeez.

Key Management Personnel

The trustees consider the Board of Trustees, and the senior management team as comprising the key management personnel of the charity in charge of directing and controlling the charity and running and operating the charity on a day-to-day basis.

The senior management team comprises two senior staff from The Legal Education Foundation, Rachael Takens-Milne and Jake Lee, who bring strategic grant-making, policy and operations expertise, and the most senior staff member of the Justice Together team Hazel Williams, Director of Justice Together.

A recharge is made from The Legal Education Foundation to Justice Collaborations to cover the cost of their staff time spent on the operation of the charity.

Acknowledgements

The Trustees would like to acknowledge their thanks to the charity's funders, staff and the external members of the grants committee who have shown great commitment to the vision and values of the Justice Together Initiative, particularly in a year where the conflict in Ukraine and the cost of living crisis have had such an impact on us all, and the organisations that we support.

Approved by the Board of Trustees on 13th November 2025 and signed on its behalf by:


Paddy Sloan (Dec 8, 2025 15:32:53 GMT)

Paddy Sloan (she/her)
Chair

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF JUSTICE COLLABORATIONS

Opinion

We have audited the financial statements of Justice Collaborations (the 'charitable company') for the year ended 30 June 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the 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 30 June 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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 the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the 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 during the audit:

- the information given in the Trustees' Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the 'statement of trustees' responsibilities' set out on page 9, 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

Our objectives are to obtain reasonable assurance about whether the financial statements 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 based on these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters of non-compliance with laws and regulations, and how fraud might occur, including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures, we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011 and the charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

There were no significant laws and regulations that were considered to have an indirect impact on the financial statements.

The audit engagement team identified the risk of management override of controls and recognition of donation income as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered outside the normal course of business, challenging judgments and estimates and reviewing recognition of donation income in line with the SORP criteria.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://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. 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.

Kerry Gallagher

Kerry Gallagher (Dec 9, 2025 12:10:12 GMT)

KERRY GALLAGHER (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
Davidson House
Forbury Square
Reading
Berkshire
RG1 3EU

09/12/2025

Statement of Financial Activities (including Income and Expenditure Account) for the year ended 30 June 2025

		2025	2025	2024	2024
	Note	Restricted	Total	Restricted	Total
		£'000	£'000	£'000	£'000
Income:					
Investments		87	87	71	71
Donations and Legacies	2	1,635	1,635	4,263	4,263
Other Revenue		4	4	-	-
Total Incoming Resources		1,726	1,726	4,334	4,334
Expenditure on:					
Charitable activities	5	5,074	5,074	5,198	5,198
Total		5,074	5,074	5,198	5,198
Net Income					
Reconciliation of funds		(3,348)	(3,348)	(864)	(864)
Total funds brought forward	8	5,692	5,692	6,556	6,556
Total funds carried forward	8	2,344	2,344	5,692	5,692

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

The notes on pages 25 to 35 form part of these financial statements.

Balance Sheet as at 30 June 2025

	Note	30-Jun 2025 £'000	30-Jun 2024 £'000
Current assets:			
Debtors	6	3,788	7,547
Current asset investments		1,079	1,041
Cash at bank and in hand		3,842	3,439
		8,709	12,027
Creditors due within one year	7	2,841	4,025
Net current assets		5,868	8,002
Total assets less current liabilities		5,868	8,002
Creditors due after more than one year	7	3,524	2,310
Net assets		2,344	5,692
Funds			
Restricted Funds	8	2,344	5,692
Total Funds		2,344	5,692

These financial statements have been prepared in accordance with the provisions applicable to companies to the Small Companies regime.

Approved and authorised by the Board of Trustees on 13th November 25, and signed on it's behalf by:

Paddy Sloan
Paddy Sloan (Dec 8, 2025 15:32:53 GMT)

Paddy Sloan (she/her)
Chair

The notes on pages 25 to 35 form part of these financial statements.

Statement of Cash Flows for the year ended 30 June 2025

	2025 £'000	2024 £'000
Cash flows from operating activities:		
Net (Expenditure)/Income	(3,348)	(864)
Adjustments for:		
Income from Investments	(87)	(71)
Decrease (Increase) in debtors	3,759	(1,109)
(Decrease) Increase in Creditors	30	330
Cash generated from operations	354	(1,714)
Cash flows from investing activities:		
Interest from investments	87	71
Net cash provided by investing activities	87	71
Change in cash and cash equivalents in the reporting period	441	(1,643)
Cash and cash equivalents at the beginning of the reporting period	4,480	6,123
Cash and cash equivalents at the end of the reporting period	4,921	4,480
Analysis of cash and cash equivalents		
Cash at bank and in hand	3,842	3,439
Current asset investments	1,079	1,041
Total cash and cash equivalents	4,921	4,480

NOTES TO THE ACCOUNTS

1. Accounting Policies

a. Principal policies and assessment of going concern

The Financial Statements of the charity, registered in England and Wales, which is a public benefit entity under FRS 102, are prepared under the historical cost convention and in accordance with the Financial Reporting Standard Applicable in the United Kingdom and Republic of Ireland (FRS102), the 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 United Kingdom and Republic of Ireland (FRS102) (second edition effective January 2019) and the Charities Act 2011 and Companies Act 2006.

The financial statements cover the year ended 30 June 2025. The legal status of Justice Collaborations is that of a company limited by guarantee and a registered charity.

Going concern

The trustees have reviewed the Charity's forecasts and projections covering a period that exceeds twelve months from the date of signing these financial statements and based on the levels of available cash, commitments made by funders and having taken into account economic conditions, the trustees are satisfied that the Charity has adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis has been used in preparing these financial statements.

Judgements and key sources of estimation uncertainty

When preparing the financial statements management consider whether they have been required to make critical judgements, estimates and assumptions that affect the amounts reported. No such judgements or estimations of uncertainty have been required in the preparation of these financial statements.

Fund accounting

Restricted funds are subjected to restrictions on their expenditure declared by the

donor. The charity currently runs one programme, the Justice Together Initiative, and all funds awarded and expenditure to date relate to that programme, therefore all income and expenditure is reported as being restricted funds.

b. Income

Donation and Legacy income comprises restricted funds received from external donors for specific programmes as disclosed in note 2. This income is recognised when the organisation is entitled to the income, receipt is probable and the amount can be reliably measured.

c. Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

d. Charitable Activities

Expenditure on charitable activities includes all costs incurred by the charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.

The costs under this heading are further split between grants, grant making, connecting, shared learning, other direct costs, and Governance as seen in note 5. Staff costs are allocated to these subheadings based on an estimate of time spent on each activity by the Charity's staff.

Grants are charged to the Statement of Financial Activities when the award is communicated to the recipient and thereby a constructive obligation arises.

Grant making, connecting, shared learning costs include costs incurred by the Charity and an allocation of staff time spent on grant awarding and monitoring.

Other direct costs include office expenses, IT and website development, and travel costs.

Governance costs include costs of audit fees and costs associated with the functions of the trustees and the cost of the external legal and other advisors to the trustees.

e. Recharged staff costs

A recharge is made from the parent The Legal Education Foundation to Justice Collaborations to cover the cost of staff time on the operations of the charity. This includes employer national insurance and employer pension paid to defined contribution retirement benefit scheme and other benefits.

f. Fund accounting

The Charity currently has only one type of fund for which it is responsible and which requires separate disclosure:

Restricted funds

Donations or legacies received, or income arising from such, which are earmarked by the donor for specific purposes. Such purposes are within the overall aims of the Charity.

g. Value Added Tax

Expenditure is stated gross of irrecoverable value added tax. Justice Collaborations is in a VAT group headed by The Legal Education Foundation.

h. Taxation

The company is a registered charity and, as such, for taxation purposes, is entitled to exemption from United Kingdom taxation under the Income and Corporation Taxes Act 1988 and may recover income tax incurred on its investment income.

i. Related party transactions

Material transactions with related parties are disclosed in the notes to these financial statements. The Charity's policy is for trustees, executives and advisers to declare their interest and exempt themselves from all relevant discussions and decisions which may involve a transaction with a related party or in which there may have a conflict of interest. Details of related party transactions are included in notes 3, 10 and 11.

j. Financial Instruments

The only financial instruments held by the Charity constitute payables and receivables. These are categorised as ‘basic’ in accordance with Section 11 of FRS 102 and are initially recognised at transaction price. These are subsequently measured at transaction price less any impairment.

2. Income

	2025 £'000	2024 £'000
Voluntary income:		
Grants	1,635	4,263
	1,635	4,263

	2025 £'000s	2024 £'000s
AB Charitable Trust	200	200
Baring Foundation	-	120
Barrow Cadbury Trust	-	60
City Bridge Foundation	350	10
Comic Relief	15	300
Indigo Trust	-	331
Joseph Rowntree Charitable Trust	-	350
Oak Foundaiton	15	-
Unbound Philanthropy	250	-
Paul Hamlyn Foundation	5	2,022
	835	3,393
The Legal Education Foundation	800	870
Total Grants	1,635	4,263

The periods over which the above grants are receivable range from 1 to 5 years.

3. Trustee Expenses

	2025	2024
One Trustee claimed expenses in the year	£70	£76
	£'000	£'000
There were 4 (2024:5) externally paid members to the Grants committee	26	26

4. Net Income

	2025 £'000	2024 £'000
Net Income for the year is stated after charging:		
Fees payable for services provided by the auditor and the auditor's related entities (including irrecoverable VAT):		
Auditor's remuneration:		
RSM UK Audit LLP	18	17

5. Analysis of Total Expenditure

	Recharged Staff Costs £'000	Other Costs £'000	Total 2025 £'000	Total 2024 £'000
Charitable activities				
Grants	-	4,397	4,397	4,570
Grant making, connecting, shared learning	346	233	579	528
Other Direct costs	-	49	49	51
Governance	-	49	49	49
	346	4,728	5,074	5,198

A recharge is made from parent, The Legal Education Foundation to Justice Collaborations to cover the cost of staff time spend on the operation of the charity.

At least 4 (2024: 4) staff are disclosed as being wholly or largely involved in the activities of Justice Collaborations.

Of the total recharged staff costs, the remuneration of key management personnel was £95k (2024: £80k).

6. Debtors

	2025 £'000	2024 £'000
Amounts owed by Parent Company	4	1565
Prepayments and accrued income	3,784	5,982
	3,788	7,547

7. Creditors

Creditors due within one year

	2025 £'000	2024 £'000
Amounts owed to parent company	77	96
Grants payable	2,699	3,861
Other creditors	29	23
Accruals	36	45
	2,841	4,025

Creditors due in more than one year

	2025 £'000	2024 £'000
Grants payable	3,524	2,310
	3,524	2,310

8. Funds

All incoming grants are treated as restricted as they relate to the Justice Together Initiative programme. The periods over which the above grants are receivable range from 1 to 3 years and are restricted to the Justice Together initiative which is currently Justice Collaborations' only programme.

2025	£'000	£'000
	Restricted funds	Total
At 1 July 2024	5,692	5,692
Total Income	1,726	1,726
Total Expenditure	(5,074)	(5,074)
As at 30 June 2025	2,344	2,344

2024	£'000	£'000
	Restricted funds	Total
At 1 July 2023	6,556	6,556
Total Income	4,334	4,334
Total Expenditure	(5,198)	(5,198)
As at 30 June 2024	5,692	5,692

9. Grant awards

Organisation	Advice and Representation	Influencing	Total
	£'000s	£'000s	£'000s
London	441	-	441
South London Refugee Association	80	-	80
Freedom from Torture	86	-	86
Coram Children's Legal Centre	275	-	275
East Midlands	640	-	640
Community Advice and Law Service	475	-	475
New Europeans UK	165	-	165
West Midlands	613	-	613
CARAG	63	-	63
The Refugee and Migrant Centre	467	-	467
Tulia	83	-	83
Yorkshire & Humber	275	220	495
Manuel Bravo Project	275	-	275
Migrant Action	-	220	220

South East	548	-	548
Samphire	121	-	121
Asylum Welcome	427	-	427
Wales	440	275	715
Asylum Justice	440	-	440
Public Law Project	-	275	275
National	-	795	795
The 3million Ltd	-	137	137
Asylos	-	143	143
Rainbow Migration	-	220	220
Citizens UK	-	175	175
Institute for Public Policy Research	-	120	120
Infrastructure - National	-	150	150
CARAG	-	13	13
Hanseatic Union	-	19	19
Polish Migrant Organise for Change	-	20	20
Racial Justice Network	-	20	20
Samphire	-	10	10
Asylos	-	13	13
Rainbow Migration	-	10	10
Migrants Organise Ltd	-	13	13
Citizens Rights Project	-	12	12
Refugee and Migrant Forum of Essex & London	-	15	15
New Europeans UK	-	3	3
Devon and Cornwall Refugee Support*	-	2	2
Total	2,957	1,440	4,397

*A/C Development grants added to National Infrastructure

10. Related Party Transactions

Transactions with the parent charity, The Legal Education Foundation, are:

	2025	2024
	£'000s	£'000s
Grants	800	870
Expenditure (incl staff recharged)	(400)	(383)
Net Income	400	487
Amounts owed by Parent Company	4	1565
Amounts owed to Parent Company	77	96

Grantee		Relationship to grantee	Grant awarded in the year	Balance at 30.6.25
			£'000s	£'000s
Bevan Foundation	Isata Kanneh, External Grants Committee Member	Employment	-	75
Citizens UK	Zain Hafeez, External Grants Committee Member	Employment	-	175
South London Refugee Association	Zain Hafeez, External Grants Committee Member	Partnership with Citizens UK	80	80
Women for Refugee for Women	R Takens-Milne, Senior Manager**	Trustee	0	110
			0	440

Funder		Relationship to funder	Award in year	Balance at 30.6.25
			£'000s	£'000s
Unbound Philanthropy	Jake Lee,** Senior Manager	Deputy Director, UK programme	250	125

* Trustee of Women for Refugee Women ended December 2024. R Takens-Milne is also an employee of The Legal Education Foundation

** Jake Lee is also an employee of The Legal Education Foundation

None of the above trustees or management took part in any discussions or decisions regarding a grant to a party to whom they are Related.

The information provided in this note relates to transactions in the financial year. The conflicts of interest policy, which is followed for all transactions and grant award decisions, is detailed on page 13.

11. Parent Organisation and Ultimate Controlling Party

The trustees regard The Legal Education Foundation, a registered charity incorporated in England and Wales by Royal Charter (charity registration number: 271297), as the Company's parent organisation and ultimate controlling party. According to the register kept by the Company, The Legal Education Foundation, as the sole member has a 100% interest in Justice Collaborations Limited as at 30 June 2025. The Legal Education Foundation is the largest and smallest body to consolidate the financial statements of the Company.

A copy of the parent organisation's consolidated financial statements can be obtained by writing to Secretary at 15 Alfred Place, London, WC1E 7EB.

JC Annual Report

Final Audit Report

2025-12-09

Created:	2025-12-08
By:	Mica Lam (mica.lam@lef.org.uk)
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Accounts

JUSTICE COLLABORATIONS

ANNUAL REPORT & ACCOUNTS

YEAR ENDED 30 JUNE 2024

Charity number: 1187441
Company number: 12328192

	PAGE
CONTENTS	
Details	3
Report of the Trustees	4
Constitution, Object and Public Benefit	4
Strategic objectives and achievements to date	4
Plans for the future	8
Acknowledgements	9
Financial Review	10
Statement of Trustees' Responsibilities	10
Risk Management	11
Governance	13
Trustees and Key Management	15
Independent Auditor's Report to the Trustees	16
Statement of Financial Activities	20
Balance Sheet	21
Statement of Cash Flows	22
Notes to the Accounts	23

DETAILS

PRINCIPAL OFFICE

15 Alfred Place
London
WC1E 7EB

CHARITY REGISTRATION NUMBER

1187441

COMPANY REGISTRATION NUMBER

12328192

PRINCIPAL PROFESSIONAL ADVISERS AUDITOR

RSM UK Audit LLP
Davidson House
Forbury Square
Reading
RG1 3EU

BANKER

National Westminster Bank plc
94 Moorgate
Moorgate
2A Charing Cross Road
London EC2M 6UR

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 30 JUNE 2024

Constitution

Justice Collaborations is a company limited by guarantee (incorporated in England and Wales on 22 November 2019) and also a charity registered in England and Wales (registered on 17 January 2020).

Justice Collaborations is a wholly owned subsidiary of The Legal Education Foundation (charity number: 271297).

Objects

The objects of the Charity are, for the public benefit:

- To promote the advancement of legal education, the study of law in all its branches and the sound administration of law;
- To relieve poverty and other charitable need and to promote social inclusion by working with people who are socially excluded or who face discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment, in particular but not exclusively by the provision of advice, counsel, assistance and representation to those who could not otherwise obtain such support; and
- To advance any other purposes recognised as charitable in England & Wales for the time being.

Public Benefit

The trustees confirm that they have referred to the Charity Commission's guidance on Public Benefit when considering the charity's aims and objectives and in planning future activities. Details of how the charity will meet its public benefit obligations can be seen in the following sections of this report.

Strategic objectives and achievements to date

Justice Collaborations was formed in 2019 as a result of discussions between The Legal Education Foundation and a number of independent funders in the UK. The initial work of Justice Collaborations is the Justice Together Initiative (JTI) which has a 10-year strategy.

Our vision is that people who use the immigration system can access justice fairly and equally, so that they can get on with their lives.

Our mission is to build a community of people and organisations with diverse backgrounds, strengths, and experience to transform access to justice in the UK immigration system. Through grant-making and collaboration, we will connect lived experience, front-line advice and influencing strategies to create lasting change.

We will build a community bringing together lived and learned experience of the immigration system, frontline evidence and influencing strategies to work towards the following goals:

- **Goal 1:** A more just and equitable immigration system
- **Goal 2:** Immigration organisations are more sustainable, better networked and more representative of the communities they service
- **Goal 3:** More people are able to secure justice

In 2023, 9,881 people were advised by our grant partners receiving specialist immigration advice.

By the end of June 2024, grant awards of over £22.8 million had been committed or paid to the initiative by 16 funders and others are considering joining either by directly funding the initiative or by providing aligned funding.

Contributing funders now include: Paul Hamlyn Foundation, AB Charitable Trust, Baring Foundation, Barrow Cadbury Trust, Comic Relief, Joseph Rowntree Charitable Trust, Oak Foundation, Unbound Philanthropy, Indigo Trust, Trust for London, Tudor Trust, The Legal Education Foundation, the Greater London Authority, City Bridge Foundation, Trust for London and Esmée Fairbairn Foundation.

Grant-making policy for the Justice Together Initiative

In order to achieve the planned goals set out above, Justice Together makes grants to organisations for charitable activity in particular:

- **Advice and representation** - free or low-cost immigration legal advice and representation at OISC level 2 or above. Coordination between advice providers including referral pathways within a geographical area or issue.
- **Influencing** - work at either local or national level to improve access to justice for people in the UK immigration system. We particularly welcome applications from organisations that are led by people with lived experience of the immigration system.

The initiative is guided by its values and works to be open and transparent with applicants and organisations we fund (our grant partners), striving to make the grants process as straightforward as possible. For example, after each round, we have reviewed and improved the process following feedback from applicants (via anonymous survey), funders, the Grants Committee and staff.

Justice Together funding has been distributed through open grant rounds, phased across regions and devolved nations. Funding is initially for three years and includes costs of management support and staff care. We bring together our grant partners to work together on collective goals in what we are calling a 'community of impact', connecting regularly to share intelligence, tackle shared issues and build stronger action for change. We aim to fund in a way that seeks to bolster the health, dynamism, sustainability and influencing capacity of the sector. This year we had our first set of grant renewals as those first awarded came to an end. Based on feedback from our previous grant rounds we designed a light touch renewal process, whilst still gathering the information the grants committee needed. This process involved a call with the grant partner, and the grants manager writing up a renewal report for the grants committee to consider, which grant partners could also input into.

The renewals process starts nine months before the grant is due to end, and if the committee decide not to continue funding they will grant one year exit funding. This year, the Grants Committee reviewed and renewed 29 grants.

In total we are funding 41 main grants with 81 partner organisations. These grants cover all four nations of the UK and the following regions of England: North East, North West, Yorkshire and Humberside, West Midlands, East Midlands, East of England, South West, South East and London.

We launched an infrastructure support grant programme, focused on grassroots migrant led organisations within the initiative, providing additional one-off funding of up to £20,000 for organisations to strengthen their infrastructure.

Details of the awards made by 30 June 2024 are shown in note 9 to the financial statements.

Impact of international conflict

After raising additional funds to respond to increased need resulting from the war in Ukraine, we have now integrated this work into our strategy and organisations delivering immigration advice and support and

influencing as an important part of the infrastructure for the sector.

In response to the ongoing genocide in Gaza, we produced a briefing on legal needs among Palestinians in the UK or seeking to move here. We organised an event for funders related to legal needs and routes for Palestinians.

Racial Justice

This year we have been refining our plans in relation to racial justice, based on consultation with grants partners, our anti-racist working group who met twice and learning from our learning partner.

As a result we have now developed a racial justice action plan and have clear activities in our new strategic plan towards the goal that organisations in the immigration sector are actively contributing to racial justice. We have increased our budget for racial justice this year and have started to commission consultants and organisations to develop a programme of work supporting grant partners with racial justice, towards the following impact:

- Organisations will be strengthened in their ability to understand racial justice and their specific contribution to racial justice within the sector.
- Organisations will be contributing to racial justice.
- People will have a better understanding of racial justice and how it interacts with migrant justice.
- More organisations will have the tools to implement anti-racist practices and this will show up in their work.

Lived experience

We believe that people affected by injustice are best able to identify and lead solutions. Our current work is focused on immigration so our priority has been on lived experience of the immigration system. Most of our Grants Committee have lived experience of the UK immigration system, alongside their extensive professional skills and learning.

The Justice Together Initiative prioritises applications from lived experience-led organisations and encourages all grant partners to recruit staff with lived experience with our funding. We funded 21 Influencing positions, 20 of which have been taken up by people who have lived experience of the immigration system. We have funded 52 legal advice posts, all of whom are specialists (OISC level 2 and above). 32 of these advisors and lawyers have lived experience of the immigration system.

We have identified that people in these posts require support and development and will be exploring ways that we can bring them together as a peer group to share learning and offer support.

Influencing Strategy and Activities

In September 2023 we launched a revised influencing strategy which was developed as a result of consultation with grant partners, the wider sector, collaborating funders, and the board and grants committee and is accompanied by an action plan.

After launching the Jo Wilding research, we commissioned exploring Local Authority funding of immigration advice across the UK, we have recruited consultant Rupinder Parhar to work with Local Authorities across the UK to share learning from the research, on how to fund immigration legal advice.

The government are proposing to introduce charging for non-profits for OISC exams and registration as well as increasing the OISC fees in general. We put together a joint letter to the head of OISC outlining the impact of charging on organisations and advice provision, which was signed by 8 funder partners.

We supported Jo Wilding to produce a briefing, outlining low-cost or no-cost changes to the legal aid and

immigration system which a new government could implement if they came into power. We published the proposed changes and a timetable and ran a roundtable with the sector to discuss the proposed changes, and how the sector could use these in their influencing work.

Learning

We recruited a new learning partner with a particular focus and expertise on anti-oppression. Terri Beswick worked with us over 9 months; she ran a series of workshops with staff and our funder partners exploring anti-oppressive funder practices. She talked to grant partners and produced a learning review with a focus on lived experience, racial justice and an analysis of the sector in perpetual crisis. The learning helped shape our revised strategy.

Community of Impact

Our Grant partners and the wider sector make up what we call the community of impact who come together to share learning, strategise and provide support. This year we recruited a new post of Grant Partner Community Manager, to manage the work of the Community of impact. She has carried out a needs assessment of our grant partners through surveys, co-production sessions and individual interviews and visits, and developed a strategy for our community of impact as a result.

This year we organised 9 events attended by 396 people from the Justice Together Community of Impact across the immigration advice and influencing sector, to share learning, network and strategize. This included a successful in-person event in York, bringing together 130 people from our grant partners across the UK, with workshops around political strategy, racial justice, methods for delivering advice, somatics and providing open spaces for discussion on key topics.

As a result of two popular events we ran in partnership with Sebba Foundation exploring low-cost charging advice models, Ramfel has now put in a funding proposal to set up a pilot project with JTI partners to share learning and support them to set up a low-cost charging model for immigration advice. Justice Together will be funding the learning element of this, to see how such models can be rolled out.

The virtual learning exchange programme for 14 UK and US-based lawyers and organisers to learn more about community lawyering, was very successful. Participants learnt about community lawyering and also more widely about funding models and methods of delivering and managing legal advice and organising.

We launched a new infrastructure support grant programme, focused on grassroots migrant led organisations, providing one-off grants of up to £20,000 for organisations to strengthen their infrastructure.

Wellbeing

We have run a series of different wellbeing support offers for the sector this year:

- In partnership with Refugee Action we have launched an offer of peer-to-peer trauma-informed wellbeing support, to be delivered by Mirjam Thullesen a psychologist and psychotherapist expert in this area. There are two groups running, one for leaders and one for people with lived experience of the immigration system.
- In collaboration with Unbound Philanthropy, WRKwell has been commissioned to deliver a series of action learning sets for the sector on different topics including lived experience, racial justice, casework, and leadership.
- The Black Wellbeing Collective have run their Taking Care of you programme over 2-3 months for 12 racialised people working in the sector as well as a proposal for a residential and ongoing peer to peer support.

Plans for the future

This year our grants will be solely renewals of existing grants, and we do not intend to run an open grants round. In summary, our key plans for the year ahead are:

- Raise more aligned funds, especially on a regional level to meet gaps in funding.
- Expand the well-being offer for grant partners and seek to deliver programmes in partnership with other funders and organisations to avoid duplication.
- Run at least 6 Community of Impact events for grant partners and funders including at least one face-to-face event to facilitate sharing of learning across the sector, and to bring those working on influencing and front-line advice together to strategize.
- Review our approach to learning and the methods we use for collating information from grant partners, so there is a clear way for staff to collect and present learning from grant partners, and implement a learning plan that has anti-oppression at its heart.
- Publish updated research into the legal advice gaps across the UK.
- Work with funder partners, to see how we can better work collaboratively and share information and learning.
- Launch revised strategy 2024 – 2030; having reviewed it in light of the operating context post-election.
- Continue to award infrastructure support grants, whilst also exploring a specific offer of a fundraiser that organisations can utilise and share.
- Launch a new programme of support around Racial justice focusing on; how to operate as anti-racist organisations, understanding of racial justice and how immigration policy and practice interact with racism.
- Develop a brief for consultancy support for thinking about Justice Together's next phase of work which will bring it towards the 10 years envisaged when it was started.

Acknowledgements

It is hard to think of an area of social justice more pressing than securing a fair and accessible immigration system. Justice Collaborations as a subsidiary of the Legal Education Foundation has, through the Justice Together Initiative, been at the forefront of a collaborative and user-led approach to addressing this issue. With the support of a number of key funding partners, a committee of experts and a passionate staff team, the achievements of this programme have been remarkable.

There remains a great deal to be done. However, the collaborative approach to funding and the critical role of those who have lived and learned experience of the challenges associated with immigration across the UK, ensure that our priorities are informed, practical and achievable.

As the Foundation moves to a new strategy for the next five years, the learning and connections established through Justice Collaborations will be an important element in setting direction.

As an independent funder working with others, we have the opportunity to support creative, flexible and responsive funding to communities and organisations most directly affected by the current challenges in the immigration process.

On behalf of the LEF trustees, I want to thank all those who have contributed to the work to date and look forward to continued commitment in this area as an integral part of the Foundation's overall ambition.

Paddy Sloan
Chair (she/her)

FINANCIAL REVIEW

Results for the year

The Financial Statements for the year are set out on pages 20 to 30. These show the award of restricted grants to Justice Collaborations of which £4,263k (2023: 8,053k) have been defined as meeting the criteria for recognition in this financial year. The funding environment is challenging. Many have been affected by lower investment income, with endowments reduced, affecting available funding.

The total level of Reserves carried forward as at 30 June 2024 is £5,692k (2023: £6,556k) all of which are restricted. The period over which incoming grants are expended ranges from 1 to 5 years. Costs incurred in the year, including grants awarded, totaled £5,198k (2023: £4,168k) all of which have been charged against the restricted funds received.

Principal funding sources

The source of funds for Justice Collaborations is grants. Total Grants awarded to the charity in the current year are noted in note 2 to the financial statements.

Reserves Policy

Justice Collaborations maintains reserves which the Board of trustees deem appropriate for its effective operation. All of the charity's reserves are treated as restricted as they relate to the Justice Together Initiative, which is currently the only programme run by Justice Collaborations.

The charity has received commitments from funders which can be used to fund staffing costs, other running costs and a programme of grant awards over a number of years.

The trustees will ensure that the charity has sufficient reserves to cover the costs of maintaining the grants it has awarded to completion. Additionally, the trustees will continue to review the level of grant awards to ensure that they meet the requirements of funders' grant agreements and the strategic objectives of the JTI.

Sufficient reserves are quantified to be 4 months of running costs. At 30 June 2024 total reserves stood at £5,692k.

Cash Flow and Cash Levels

In the year to 30 June 2024, a total of £3,076k (2023: £4,730k) of grant income was paid to the charity by funders. The cash balance at 30 June 2024 was £3,439k (2023: £6,123k).

When considering the level of grant awards in each round the Board takes into account the available funds and the commitments made by funders.

Statement of Trustees' Responsibilities

The charity trustees (who are also the directors of Justice Collaborations for the purpose of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with the applicable law and United Kingdom accounting standard (United Kingdom general accepted accounting practise). The report and accounts have been prepared in accordance with the provisions in the Companies Act 2006 relating to small companies.

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charity company and of the incoming resource and application of resources, including the income and expenditure of the charity for that period. In preparing the financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles and the charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explain 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 business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence taking responsible steps for the prevention of fraud and other irregularities.

The trustees 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.

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our Trustees' Annual Report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- The trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the provisions applicable to companies entitled to claim the small companies' exemption.

RISK MANAGEMENT

Overall

The trustees are responsible for identifying, managing and monitoring the risks facing the organisation and for mitigating these risks so as to arrive at an acceptable risk appetite.

A Risk Register is maintained that lists and ranks all identified risks via a traffic light system. The register shows gross and net risk for each identified item of risk, mitigations which are already in place and identifies any further action required and who is responsible for that action.

The trustees review the risk register at every meeting.

The Governors consider the following to be the principal residual risks and ensure that appropriate mitigations are in place and are monitored:

Operational	Inadequate cyber security protections in place lead to data corruption/loss, introduction of malware/ransomware, and data protection breaches.
Operational/ External	Hate driven activity leads to physical threat or social/mainstream media content targeting Trustees, staff and/or grant partners
External	Significant changes occur in the constitutional, legislative and/or regulatory environment in which the Foundation operates that restricts our ability to deliver our strategic objectives.
Governance/ Reputation	Trustee body does not reflect diversity in terms of skills, protected characteristics or lived experience which leads to poor decision making and loss of credibility. Lack of direction, strategy and forward planning could lead to the charity drifting with no clear objectives, resources used ineffectively and loss of reputation.

GOVERNANCE

Trustees and trustee recruitment

The ultimate control of Justice Collaborations is held by The Legal Education Foundation which is the sole Member.

The trustees normally meet four times during the year, with additional meetings taking place if necessary. The trustees devote each meeting to considering strategic issues in addition to receiving update reports from senior management.

The first trustees of the charity were appointed in November 2019. The Board is currently comprised of:

- one trustee of The Legal Education Foundation,
- the chief executive of The Legal Education Foundation, and
- two independent trustees.

Recruitment of additional trustees from The Legal Education Foundation is planned for the end of 2024. The independent trustees were appointed following a formal recruitment and interview process.

Trustees' powers and responsibilities are documented in the Articles of Association of Justice Collaborations.

The trustees take steps to ensure that they work as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions. They can access independent professional advice, such as legal or financial advice, at the charity's expense if needed. A governance review was started this year and will be considered and implemented in 24-25.

Justice Together Initiative Grants Committee

The grants committee is formed of three trustees together with four paid external members who have personal experience of the immigration system. The Committee meets at least twice a year.

The trustees and those who served as such at any time during the financial year, together with details of their Committee memberships as at the date of the approval of these financial statements, 26th September 2024, are shown on page 15.

Induction and training of Trustees

New trustees are provided with an induction programme during which they have the opportunity to meet with the key management and the Secretary, they are also made aware of:

- The responsibilities of trustees.
- The organisation's constitution.
- The committees and decision-making processes.
- The plan for meeting the Charity's Objects.

The current trustees were recruited at the time of the formation of the Charity based on the skills needed. However, as the charity further develops its strategy and grant giving programme, the skills of the Board will be reviewed and training provided where required.

Charity Governance Code

Justice Collaborations is committed to best practice in governance. The Trustees have adopted the main policies of its parent charity which includes a formal review of compliance with the Charity Governance code, by The Legal Education Foundation's Finance, Audit and Risk Committee. The results of the latest review confirmed that the charity continues to comply with the Charity Governance Code.

The Charity continually reviews ways to improve its governance and focusses on the areas of the code where this can best occur.

The Legal Education Foundation appointed a Power, Culture and Inclusion lead, who has been working with Trustees and staff to improve the group's practices in line with the Diversity section of the Code.

The Justice Together initiative has been developed with a commitment to equity and human rights, inclusion and anti-racism at its core. It has a dedicated Anti-Racism Working Group and is working with an expert consultant.

Conflicts of Interest

Justice Collaborations has adopted its parent's (The Legal Education Foundation) Conflicts of Interest Policy which requires trustees, executives, external committee members and advisers to declare any interest which could give rise to conflict of interest. They are required to exempt themselves from all relevant decisions which may involve a transaction with a related party or in which they may have a conflict of interest although they can take part in general discussion on the area concerned at trustees' meetings.

A register of interests is maintained and relevant conflicts are declared at each Board and Committee meeting.

Fundraising

Justice Collaborations has not entered into contracts with central or local government to deliver services. It does not raise funds from the public and therefore has not subscribed to any fundraising standards or scheme for fundraising regulation. However, the charity is committed to good fundraising practice.

The trustees are aware of the regulations, and have nothing further to disclose under the provisions of section 13 of the Charities (Protection and Social Investment) Act 2016.

Auditors

RSM UK Audit LLP has indicated its willingness to continue in office.

Remuneration

Remuneration of senior management has previously been decided following detailed advice from recruitment and remuneration consultants. Annual cost of living increases are approved by the parent charity's Finance, Audit and Risk Committee.

TRUSTEES AND KEY MANAGEMENT

The trustees, who are also the Directors of the company, and those who served as such at any time during the financial year, together with details of their Committee memberships as at 26 September 2024 are as follows:

	Date appointed	Leaving date	JTI grants committee
Jennifer Ang	18/12/19		Chair
Jacqueline Broadhead	18/12/19		Y
Paddy Sloan - Chair	01/06/21		
Matthew Smerdon	18/12/19		Y

Three external paid members of the grants committee were appointed on 15th September 2020: Dylan Fotoohi, Dami Makinde and Ali Torabi. Ali Torabi left the Grants Committee in December 2023. We recruited two new members Isata Kanneh and Zain Hafeez who started in February 2024. Their terms are three years.

Key Management Personnel

The trustees consider the Board of Trustees, and the senior management team as comprising the key management personnel of the charity in charge of directing and controlling the charity and running and operating the charity on a day to day basis.

The senior management team comprises two senior staff from The Legal Education Foundation, Rachael Takens-Milne and Jake Lee, who bring strategic grant-making, policy and operations expertise, and the most senior staff member of the Justice Together team Hazel Williams, Head of Justice Together.

A recharge is made from The Legal Education Foundation to Justice Collaborations to cover the cost of their staff time spent on the operation of the charity.

Acknowledgements

The Trustees would like to acknowledge their thanks to the charity's funders, staff and the external members of the grants committee who have shown great commitment to the vision and values of the Justice Together Initiative, particularly in a year where the conflict in Ukraine and the cost of living crisis have had such an impact on us all, and the organisations that we support.

Approved by the Board of Trustees on 26 September 2024 and signed on its behalf by:

Paddy Sloan
Paddy Sloan (Oct 22, 2024 17:46 GMT+1)

Paddy Sloan (she/her)
Chair

INDEPENDENT AUDITOR’S REPORT TO THE TRUSTEES OF JUSTICE COLLABORATIONS

Opinion

We have audited the financial statements of Justice Collaborations (the ‘charitable company’) for the year ended 30 June 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the 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 30 June 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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 the charitable company’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the 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' Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of 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 Directors' Report included within the Trustees' Report.

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out from page 10, 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

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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011, the charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

There were no significant laws and regulations that were considered to have an indirect impact on the financial statements.

The audit engagement team identified the risk of management override of controls and recognition of donation income as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, challenging judgments and estimates and reviewing recognition of donation income in line with the SORP criteria.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://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. 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.

Kerry Gallagher
Kerry Gallagher (Oct 24, 2024 18:50 GMT+1)

KERRY GALLAGHER (Senior Statutory Auditor)

For and on behalf of RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

Davidson House

Forbury Square

Reading

Berkshire

RG1 3EU

Date

STATEMENT OF FINANCIAL ACTIVITIES

	Note	2024 Restricted	2024 Total	2023 Restricted	2023 Total
		£'000	£'000	£'000	£'000
Income:					
Investments		71	71	-	-
Donations and Legacies	2	4,263	4,263	8,053	8,053
Total Incoming Resources		4,334	4,334	8,053	8,053
Expenditure on:					
Charitable activities	5	5,198	5,198	4,168	4,168
Total	5	5,198	5,198	4,168	4,168
Net Income		(864)	(864)	3,885	3,885
Reconciliation of funds					
Total funds brought forward	8	6,556	6,556	2,671	2,671
Total funds carried forward	8	5,692	5,692	6,556	6,556

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

The notes on pages 23 to 30 form part of these financial statements.

Balance Sheet as at 30 June 2024

		30-Jun 2024 £'000	30-Jun 2023 £'000
	Note		
Current assets			
Debtors	6	7,547	6,438
Current asset investments		1,041	-
Cash at bank and in hand		3,439	6,123
		12,027	12,561
Creditors due within one year	7	4,025	3,875
Net current assets		8,002	8,686
Total assets less current liabilities		8,002	8,686
Creditors due after more than one year	7	2,310	2,130
Net assets		5,692	6,556
Funds			
Restricted Funds	8	5,692	6,556
Total Funds		5,692	6,556

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

Approved and authorised for issue by the Board of Trustees on 26 September 2024, and signed on its behalf by:

Paddy Sloan
Paddy Sloan (Oct 22, 2024 17:46 GMT+1)
Paddy Sloan
Chair of Trustees

Jen Ang
Jen Ang (Oct 22, 2024 12:38 GMT+1)
Jennifer Ang
Trustee

The notes on pages 23 to 30 form part of these financial statement

Statement of Cash Flows for the year ended 30 June 2024

	2024 £'000	2023 £'000
Cash flows from operating activities:		
Net (Expenditure)/Income	(864)	3,885
Adjustments for:		
Income from Investments	(71)	-
(Increase) in Debtors	(1,109)	(3,309)
Increase in Creditors	330	120
Cash generated from operations	(1,714)	696
Cash flows from investing activities:		
Interest from investments	71	-
Net cash provided by investing activities	71	-
Change in cash and cash equivalents in the reporting period	(1,643)	696
Cash and cash equivalents at the beginning of the reporting period	6,123	5,427
Cash and cash equivalents at the end of the reporting period	4,480	6,123
Analysis of cash and cash equivalents		
Cash at bank and in hand	3,439	6,123
Current asset investments	1,041	-
Total cash and cash equivalents	4,480	6,123

NOTES TO THE ACCOUNTS

1. Accounting Policies

a Principal policies and assessment of going concern

The Financial Statements of the charity, registered in England and Wales, which is a public benefit entity under FRS 102, are prepared under the historical cost convention and in accordance with the Financial Reporting Standard Applicable in the United Kingdom and Republic of Ireland (FRS102), the 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 United Kingdom and Republic of Ireland (FRS102) (second edition effective January 2019) and the Charities Act 2011 and Companies Act 2006.

The financial statements cover the year ended 30 June 2024. The legal status of Justice Collaborations is that of a company limited by guarantee and a registered charity.

Going concern

The trustees have reviewed the Charity's forecasts and projections covering a period that exceeds twelve months from the date of signing these financial statements and based on the levels of available cash, commitments made by funders and having taken into account economic conditions, the trustees are satisfied that the Charity has adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis has been used in preparing these financial statements.

Judgements and key sources of estimation uncertainty

When preparing the financial statements management consider whether they have been required to make critical judgements, estimates and assumptions that affect the amounts reported. No such judgements or estimations of uncertainty have been required in the preparation of these financial statements.

Fund accounting

Restricted funds are subjected to restrictions on their expenditure declared by the donor. The charity currently runs one programme, the Justice Together Initiative, and all funds awarded and expenditure to date relate to that programme, therefore all income and expenditure is reported as being restricted funds.

b Income

Donation and Legacy income comprises restricted funds received from external donors for specific programmes as disclosed in note 2. This income is recognised when the organisation is entitled to the income, receipt is probable and the amount can be reliably measured.

c Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

d Charitable Activities

Expenditure on charitable activities includes all costs incurred by the charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.

The costs under this heading are further split between Grants, Grant making and Research, Other direct costs and Governance in Note 5. Staff costs are allocated to these subheadings based on an estimate of time spent on each activity by the Charity's staff.

Grants are charged to the Statement of Financial Activities when the award is communicated to the recipient and thereby a constructive obligation arises.

Grant making and research costs include costs of research commissioned and/or carried out by the Charity and an allocation of staff time spent on grant awarding and monitoring.

Other direct costs include office expenses, IT and website development, and travel costs.

Governance costs include costs of audit fees and costs associated with the functions of the trustees and the cost of the external legal and other advisors to the trustees.

e Pension costs

The pension costs, in 2023/24, represent the contributions made to personal pension schemes for staff members. Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

f Fund accounting

The Charity currently has only one type of fund for which it is responsible and which requires separate disclosure:

Restricted funds

Donations or legacies received, or income arising from such, which are earmarked by the donor for specific purposes. Such purposes are within the overall aims of the Charity.

g Value Added Tax

Expenditure is stated gross of irrecoverable value added tax. Justice Collaborations is in a VAT group headed by The Legal Education Foundation.

h Taxation

The company is a registered charity and, as such, for taxation purposes, is entitled to exemption from United Kingdom taxation under the Income and Corporation Taxes Act 1988 and may recover income tax incurred on its investment income.

i Related party transactions

Material transactions with related parties are disclosed in the notes to these financial statements. The Charity's policy is for trustees, executives and advisers to declare their

interest and exempt themselves from all relevant discussions and decisions which may involve a transaction with a related party or in which there may have a conflict of interest. Details of related party transactions are included in note 10.

j Financial Instruments

The only financial instruments held by the Charity constitute payables and receivables. These are categorised as 'basic' in accordance with Section 11 of FRS 102 and are initially recognised at transaction price. These are subsequently measured at transaction price less any impairment.

2. Income

	2024 £'000	2023 £'000
Voluntary income:		
Grants	4,263	8,053
	4,263	8,053

3. Trustees expenses

	2024 £'000	2023 £'000
One Trustee claimed expenses in the year	£76	£533
	£'000	£'000
There were 5 externally paid members to the Grants committee	26	25

4. Net Income

	2024 £'000	2023 £'000
Net Income for the year is stated after charging:		
Fees payable for services provided by the auditor and the auditor's related entities (including irrecoverable VAT):		
Auditor's remuneration:		
RSM UK Audit LLP	17	16

5. Analysis of Total Expenditure

	Recharged Staff Costs £'000	Other Costs £'000	Total 2024 £'000	Total 2023 £'000
Charitable activities				
Grants	-	4,570	4,570	3,718
Grant making and Research	319	209	528	353
Other Direct costs	-	51	51	56
Governance	-	49	49	41
	319	4,879	5,198	4,168

A recharge is made from The Legal Education Foundation to Justice Collaborations to cover the cost of staff time spend on the operation of the charity.

At least 4 (2023: 3) staff are disclosed as being wholly or largely involved in the activities of Justice Collaborations.

Of the total recharged staff costs, the remuneration of key management personnel was £80k (2023: £84k).

6. Debtors

	2024 £'000	2023 £'000
Amounts owed by Parent Company	1,565	765
Prepayments and accrued income	5,982	5,673
	7,547	6,438

7. Creditors

Creditors due within one year

	2024 £'000	2023 £'000
Amounts owed to parent company	96	92
Grants payable	3,861	3,719
Other creditors	23	4
Accruals	45	60
	4,025	3,875

Creditors due in more than one year

	2024	2023
	£'000	£'000
Grants payable	2,310	2,130
	2,310	2,130

8. Funds

All incoming grants are treated as restricted as they relate to the Justice Together Initiative programme. The periods over which the above grants are receivable range from 2 to 5 years and are restricted to the Justice Together initiative which is currently Justice Collaborations' only programme.

2024	£'000
	Restricted funds
At 1 July 2023	6,556
Total Income	4,334
Total Expenditure	(5,198)
As at 30 June 2024	5,692

2023	£'000
	Restricted funds
At 1 July 2022	2,671
Total Income	8,053
Total Expenditure	(4168)
As at 30 June 2023	6,556

9. Grant awards

Organisation	Advice and Representation	Influencing	Total
	£000s	£000s	£000s
London	589		589
EERC	150		150
Work Rights Centre	150		150
Migrants Organise Ltd	289		289
East of England	150		150
GYROS (Great Yarmouth Refugee Outreach Support)	150		150

North East	650	650
North East Law Centre	650	650
North West	561	561
Greater Manchester Immigration Aid Unit	561	561
Northern Ireland	220	220
STEP	220	220
Scotland	730	730
Just Right Scotland	220	220
Settled	290	290
Scottish Refugee Council	220	220
Yorks & Humber	275	275
PAFRAS	275	275
Northern Ireland	132	132
Migrant Centre NI	132	132
Wales	150	150
The Bevan Foundation	150	150
National	913	913
Reunite Families UK	99	99
Rights of Women	215	215
Hibiscus Initiatives	165	165
Institute for Public Policy Research (IPPR)	120	120
Women for Refugee Women	165	165
Freedom from Torture	149	149
Infrastructure - National		131
CARAG		7
Migrant Action		20
Asylum Justice		15
Reunite Families UK		19
Settled		5
One stop advice & Training Centre		18
The Harbour project		15
Plymouth Hope		20
New Europeans		2
Asylum Aid		10

Community Justice Fund grants	69
Migrant Centre NI	23
Law Centre NI	23
Step	23
Total	3,175 1,195 4,570

10. Related Party Transactions

Transactions with the parent Charity. The Legal Education Foundation are:

	2024	2023
Grants	870	1,265
Expenditure (incl staff recharged)	(383)	(283)
Net Income	487	982
Amounts owed by Parent Company	1,565	765
Amounts owed to parent company	96	92

Grantee		Relationship to grantee	Grant awarded in the year £'000s	Balance at 30.6.24 £'000s
Settled	J Ang, Trustee*	Trustee	295	290
Women for Refugee for Women	R Takens-Milne, Senior Manager**	Trustee	165	110
			460	400

*J Ang, a Trustee, was Director of JustRight Scotland to March 2024. A grant of £220k was awarded to JustRight Scotland in the year ended June 2024 which was outstanding at 30 June 2024

** R Takens-Milne is also an employee of The Legal Education Foundation

None of the above trustees or management took part in any discussions or decisions regarding a grant to a party to whom they are Related.

The information provided in this note relates to transactions in the financial year. The conflicts of interest policy, which is followed for all transactions and grant award decisions, is detailed on page 14.

11. Parent Organisation and Ultimate Controlling Party

The trustees regard The Legal Education Foundation, a registered charity incorporated in England and Wales by Royal Charter (charity registration number: 271297), as the Company's parent organisation and ultimate controlling party. According to the register kept by the Company, The Legal Education Foundation, as the sole member has a 100% interest in Justice Collaborations Limited as at 30 June 2024. The Legal Education Foundation is the largest and smallest body to consolidate the financial statements of the Company.

Principal purposes and activities of The Legal Education Foundation

The Object of The Legal Education Foundation, as set out in its Royal Charter, is: *'To promote the advancement of legal education and the study of law in all its branches, and the sound development and administration of law'.*

It has a vision of a society that fosters the principles of justice and fairness, where people understand and use law to bring about positive change and to prevent harm and where public systems and structures uphold the rule of law.

Its main activity is that of grant-making and its current strategy is based around the following three key programmes:

- Stronger Sector: Training and support for a thriving social justice legal sector.
- Fairer Systems: Transparency, accountability and the protection of rights.
- Smarter Justice: An enduring commitment to learning and evidence in the justice system.

A copy of the parent organisation's consolidated financial statements can be obtained by writing to Secretary at 15 Alfred Place, London, WC1E 7EB.

JC Annual Report & Accounts 30 June 2024 FINAL

Final Audit Report

2024-10-24

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JUSTICE COLLABORATIONS

England & Wales - Charity number 1187441

Accounts

JUSTICE COLLABORATIONS

ANNUAL REPORT & ACCOUNTS

YEAR ENDED 30 JUNE 2023

Charity number: 1187441

Company number: 12328192

CONTENTS	PAGE
Details	1
Report of the Trustees	
Constitution, Object and Public Benefit	2
Strategic objectives and achievements to date	2
Plans for the future	5
Financial Review	5
Statement of Trustees' Responsibilities	6
Risk Management	7
Governance	8
Trustees and Key Management	10
Independent Auditor's Report to the Trustees	11
Statement of Financial Activities	15
Balance Sheet	16
Statement of Cash Flows	17
Notes to the Accounts	18

DETAILS

PRINCIPAL OFFICE

15 Alfred Place
London
WC1E 7EB

CHARITY REGISTRATION NUMBER

1187441

COMPANY REGISTRATION NUMBER

12328192

PRINCIPAL PROFESSIONAL ADVISERS

AUDITOR

RSM UK Audit LLP
Davidson House
Forbury Square
Reading
RG1 3EU

BANKER

National Westminster Bank plc
3rd Floor
Cavell House
2A Charing Cross Road
London WC2H 0NN

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 30 JUNE 2023

Constitution

Justice Collaborations is a company limited by guarantee (incorporated in England and Wales on 22 November 2019) and also a charity registered in England and Wales (registered on 17 January 2020).

Justice Collaborations is a wholly owned subsidiary of The Legal Education Foundation (charity number: 271297).

Objects

The objects of the Charity are, for the public benefit:

- To promote the advancement of legal education, the study of law in all its branches and the sound administration of law;
- To relieve poverty and other charitable need and to promote social inclusion by working with people who are socially excluded or who face discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment, in particular but not exclusively by the provision of advice, counsel, assistance and representation to those who could not otherwise obtain such support; and
- To advance any other purposes recognised as charitable in England & Wales for the time being.

Public Benefit

The trustees confirm that they have referred to the Charity Commission's guidance on Public Benefit when considering the charity's aims and objectives and in planning future activities. Details of how the charity will meet its public benefit obligations can be seen in the following sections of this report.

Strategic objectives and achievements to date

Justice Collaborations was formed in 2019 as a result of discussions between The Legal Education Foundation and a number of independent funders in the UK. The initial work of Justice Collaborations is the Justice Together Initiative (JTI) which has a 10-year strategy.

Our vision is that people who use the immigration system can access justice fairly and equally, so that they can get on with their lives.

Our mission is to build a community of people and organisations with diverse backgrounds, strengths, and experience to transform access to justice in the UK immigration system. Through grant-making and collaboration, we will connect lived experience, front-line advice and influencing strategies to create lasting change.

We will build a community bringing together lived and learned experience of the immigration system, frontline evidence and influencing strategies to work towards the following goals:

1. A fair, timely and accessible immigration system.
2. A more sustainably resourced immigration advice and legal system.
3. A more accessible, sustainable, collaborative and coordinated sector to strengthen and increase access to immigration advice and legal provision.

By the end of June 2023, grant awards of over £20 million had been committed or paid to the initiative by 23 funders and others are considering joining either by directly funding the initiative or by providing aligned funding.

Contributing funders now include: Paul Hamlyn Foundation, AB Charitable Trust, Baring Foundation, Barrow Cadbury Trust, Comic Relief, Joseph Rowntree Charitable Trust, Oak Foundation, Unbound Philanthropy, Trust for London, Tudor Trust, Metropolitan Migration Foundation, The Legal Education Foundation, the Greater London Authority, City Bridge Trust, Trust for London, Open Society Foundation, Treebeard Trust, the Blue Thread, This Day and others.

Grant-making policy for the Justice Together Initiative

In order to achieve the planned goals set out above, Justice Together makes grants to organisations for charitable activity in particular:

- **Advice and representation** - free or low-cost immigration legal advice and representation at OISC level 2 or above. Coordination between advice providers including referral pathways within a geographical area or issue.
- **Influencing** - work at either local or national level to improve access to justice for people in the UK immigration system. We particularly welcome applications from organisations that are led by people with lived experience of the immigration system.

The initiative is guided by its values and works to be open and transparent with applicants and organisations we fund (our grant partners), striving to make the grants process as straightforward as possible. For example, after each round, we have reviewed and improved the process following feedback from applicants (via anonymous survey), funders, the Grants Committee and staff.

Justice Together funding has been distributed through open grant rounds, phased across regions and devolved nations. Funding is initially for three years and includes costs of management support and staff care. We bring together our grant partners to work together on collective goals in what we are calling a ‘community of impact’, connecting regularly to share intelligence, tackle shared issues and build stronger action for change. We aim to fund in a way that seeks to bolster the health, dynamism, sustainability and influencing capacity of the sector.

Details of the awards made by 30 June 2023 are shown in note 10 to the financial statements.

Cost of Living

As a result of inflation and increased costs of living, we made additional payments to our existing grant partners in Autumn 2022. We did this in alignment with the Community Justice Fund and it was made possible by additional funding from The Legal Education Foundation, City Bridge Trust Comic Relief, Baring Foundation and Joseph Rowntree Charitable Trust. We continue to look for

additional ways that we and our funding partners can help our Grant Partners to manage increasing costs and the increased needs of the communities we support.

Impact of the conflict in Ukraine

After successfully raising additional funds in 2022 to respond to increased need resulting from the war in Ukraine, we have distributed these funds to organisations that are supporting Ukrainian people in the UK, such as the Work Rights Centre. This work is now integrated into our strategy and organisations delivering immigration advice and support and influencing as an important part of the infrastructure for the sector.

Anti-racism

Anti-racism is a core value for Justice Collaborations. It is a central part of the decisions we make about which organisations to fund and how we support our grant partners. We are members of the Funders for Race Equality Alliance. During the year, staff, Trustees and Grants Committee members completed our work with expert external facilitators to deepen our understanding of oppression, with a particular focus on racism, and to build the team's capacity to recognise, name and address inequity and injustice within our processes and practices. This has been an extremely helpful foundation for our ongoing journey towards becoming an anti-racist organisation. In the year ahead, we will work with our anti-racism working group to develop our anti-racism action plan. We will also strengthen the focus of our learning on anti-racism.

Lived experience

We believe that people affected by injustice are best able to identify and lead solutions. Our current work is focused on immigration so our priority has been on lived experience of the immigration system. Most of our Grants Committee have lived experience of the UK immigration system, alongside their extensive professional skills and learning. The Justice Together Initiative prioritises applications from lived experience-led organisations and encourages all grant partners to recruit staff with lived experience with our funding. We have offered guidance and support to do this. Of the 16 new influencing posts we have funded, 15 have lived experience of the immigration system. Of the 37 advice posts funded at OISC level 2 and above, 18 have lived experience of the immigration system.

Learning

Our learning partners, M2 Consultants produced an Impact Report, which is available on our website. We have also recruited new learning partners to work with us for the next six to nine months to review our learning plan and gather lessons from our grant partners.

Working with The Legal Education Foundation colleagues, we recruited a team of data consultants to work with the North East funded partnership to develop the way they collect and share data together. North East Law Centre and Justice First participated in the project, which finished in early 2023. Whilst they were not able to develop shared data sets, they found working with the consultants incredibly useful in thinking about how and why they collect data and developing new ways of presenting it.

We launched a (virtual) learning exchange between UK-based lawyers and organisers and US-based lawyers and organisers, to learn more about community lawyering. 14 people are part of the learning exchange, which matches people from the UK and US, so they can regularly meet and discuss

approaches to their work and provide peer-to-peer support. There are also structured meetings with the whole group at regular intervals.

We also continue to hold regular ‘community of impact’ events and in July 2023 we held our first in person event for all our grant partners. 81 people attended in total from across the UK. The event featured a series of workshops which included influencing, somatics practice, community organising and an open session covering topics such as power and recruitment and retention.

We also commissioned and launched research into the funding of immigration advice by Local Authorities across the UK. This research is informing our future approach to local influencing work.

Well-being

We have been working with Refugee Action to develop the toolkit and information around well-being. We also extended the invite to our grant partners to attend a series of wellbeing workshops run by Act, Build, Change. The bespoke well-being support package we funded the Black Wellbeing Collective to run for racialised people working in the immigration sector, was extremely well-received. As a result, we will be running this again later in the year. Attendees fed back that they particularly appreciated the peer-to-peer support element of the programme, and we are exploring how we can continue to fund the connections made.

Plans for the future

Justice Together completed its open grants rounds, with grants made to advice partnerships in the East Midlands, South West and East of England. In the year ahead, our grant-making focus will be on renewals for 3-year grants made in 2020/1 but we will also make a small number of proactive grants where we identify gaps. In addition, we will:

- Work with grant partners to refine and prioritise our influencing strategy.
- Build on the research mapping Local Authority funding of immigration advice to influence more local authorities to support these services.
- Expand our pilot of well-being support to staff supported by the initiative.
- Learn from and build on our pilot support to two grant partners on developing their approach to anti-racism.
- Raise the balance of funds for the next three-five years of the Justice Together initiative.

Financial Review

Results for the year

The Financial Statements for the year are set out on pages 15 to 25. These show the award of restricted grants of which £8,053k have been defined as meeting the criteria for recognition in this financial year.

The total level of Reserves as at 30 June 2023 is £6,556k (30 June 2022 £2,671k), all of which are restricted funds. The period over which incoming grants are expended ranges from 1 to 5 years. Costs incurred in the year, including grants awarded, totalled £4,168k (2022: £4,478k) all of which have been charged against the restricted funds received.

Principal funding sources

The source of funds for Justice Collaborations is grants. Grants awarded to the charity in the current year are listed in note 2 to the financial statements.

Reserves Policy

Justice Collaborations maintains reserves which the Board of trustees deem appropriate for its effective operation. All of the charity's reserves are treated as restricted as they relate to the Justice Together Initiative, which is currently the only programme run by Justice Collaborations.

The charity has received commitments from funders which can be used to fund staffing costs, other running costs and a programme of grant awards over a number of years.

The trustees will ensure that the charity has sufficient reserves to cover the costs of maintaining the grants it has awarded to completion. Additionally, the trustees will continue to review the level of grant awards to ensure that they meet the requirements of funders' grant agreements and the strategic objectives of the JTI.

At 30 June 2023 the reserves stood at £6,556k.

Cash Flow and Cash Levels

In the year to 30 June 2023, a total of £4,730k (2022: £3,968k) of grant income was paid to the charity by funders. The cash balance at 30 June 2023 was £6,123k (2022: £5,427k).

When considering the level of grant awards in each round the Board takes into account the available funds and the commitments made by funders.

Statement of Trustees' Responsibilities

The charity trustees (who are also the directors of Justice Collaborations for the purpose of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with the applicable law and United Kingdom accounting standard (United Kingdom general accepted accounting practise). The report and accounts have been prepared in accordance with the provisions in the Companies Act 2006 relating to small companies

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charity company and of the incoming resource and application of resources, including the income and expenditure of the charity for that period. In preparing the financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles and the charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explain in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence taking responsible steps for the prevention of fraud and other irregularities.

The trustees 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.

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our Trustees' Annual Report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and
- The trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Risk Management

Overall

The trustees are responsible for identifying, managing and monitoring the risks facing the organisation and for mitigating these risks so as to arrive at an acceptable risk appetite.

A Risk Register is maintained that lists and ranks all identified risks via a traffic light system. The register shows gross and net risk for each identified item of risk, mitigations which are already in place and identifies any further action required and who is responsible for that action.

The trustees review the risk register at every meeting.

The three greatest risks in each key area are considered to be:

Operational	Inadequate cyber security protections in place lead to data corruption/loss, introduction of malware/ransomware, and data protection breaches.
External	Significant changes occur in the constitutional, legislative and/or regulatory environment in which the Foundation operates that restricts our ability to deliver our strategic objectives
Governance	Trustee body does not reflect diversity in terms of skills, protected characteristics or lived expertise which leads to poor decision making and loss of credibility

Governance

Trustees and trustee recruitment

The ultimate control of Justice Collaborations is held by The Legal Education Foundation which is the sole Member.

The trustees normally meet four times during the year, with additional meetings taking place if necessary. The trustees devote each meeting to considering strategic issues in addition to receiving update reports from senior management.

The first trustees of the charity were appointed in November 2019.

The Board is currently comprised of:

- one trustee of The Legal Education Foundation,
- the chief executive of The Legal Education Foundation, and
- two independent trustees.

Recruitment of additional trustees from The Legal Education Foundation is planned for the end of 2023.

The independent trustees were appointed following a formal recruitment and interview process.

Trustees' powers and responsibilities are documented in the Articles of Association of Justice Collaborations.

The trustees take steps to ensure that they work as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions. They can access independent professional advice, such as legal or financial advice, at the charity's expense if needed.

Justice Together Initiative Grants Committee

The grants committee is formed of three trustees together with three paid external members who have personal experience of the immigration system. The Committee meets at least twice a year.

The trustees and those who served as such at any time during the financial year, together with details of their Committee memberships as at the date of the approval of these financial statements, 29th September 2023, are shown on page 10.

Induction and training of Trustees

New trustees are provided with an induction programme during which they have the opportunity to meet with the key management and the Secretary, they are also made aware of:

- The responsibilities of trustees.
- The organisation's constitution.
- The committees and decision-making processes.
- The plan for meeting the charity's Object.

The current trustees were recruited at the time of the formation of the Charity based on the skills needed. However, as the charity further develops its strategy and grant giving programme, the skills of the Board will be reviewed and training provided where required.

Charity Governance Code

Justice Collaborations is committed to best practice in governance. The Trustees have adopted the main policies of its parent charity which includes a formal review of compliance with the Charity Governance code, by The Legal Education Foundation's Finance, Audit and Risk Committee. The results of the latest review confirmed that the charity continues to comply with the Charity Governance Code.

The charity continually reviews ways to improve its governance and focusses on the areas of the code where this can best occur.

The Legal Education Foundation's Governors have supported the senior management in the creation of a diversity, equity and inclusion working group. The activities of this group are reported to the Governors' Board meetings and to the charity's Board and will support the objective of continuing to improve governance practice in this area in line with the revised Diversity section of the Code.

The Justice Together initiative has been developed with a commitment to equity and human rights, inclusion and anti-racism at its core. It has a dedicated Anti-Racism Working Group and is working with an expert consultant.

Conflicts of Interest

Justice Collaborations has adopted its parent's (The Legal Education Foundation) Conflicts of Interest Policy which requires trustees, executives, external committee members and advisers to declare any interest which could give rise to conflict of interest. They are required to exempt themselves from all relevant decisions which may involve a transaction with a related party or in which they may have a conflict of interest although they can take part in general discussion on the area concerned at trustees' meetings.

A register of interests is maintained and relevant conflicts are declared at each Board and Committee meeting.

Fundraising

Justice Collaborations has not entered into contracts with central or local government to deliver services. It does not raise funds from the public and therefore has not subscribed to any fundraising standards or scheme for fundraising regulation. However, the charity is committed to good fundraising practice.

The trustees are aware of the regulations, and have nothing further to disclose under the provisions of section 13 of the Charities (Protection and Social Investment) Act 2016.

Auditors

RSM UK Audit LLP had indicated its willingness to continue in office.

Remuneration

The remuneration of staff was based on market rates for the roles at the time of recruitment. Subsequent annual salary reviews are recommended to the parent charity's Nominations and Remuneration Committee.

TRUSTEES AND KEY MANAGEMENT

The trustees, who are also the Directors of the company, and those who served as such at any time during the financial year, together with details of their Committee memberships as at 29th September 2023 are as follows:

	Date appointed	Leaving date	JTI grants committee
Jennifer Ang	18/12/19		Chair
Jacqueline Broadhead	18/12/19		Y
Alison Pickup	18/12/19	30/9/22	
Paddy Sloan - Chair	01/06/21		
Matthew Smerdon	18/12/19		

Three external paid members of the grants committee were appointed on 15th September 2020: Dylan Fotoohi, Dami Makinde and Ali Torabi.

Key Management Personnel

The trustees consider the Board of Trustees, and the senior management team as comprising the key management personnel of the charity in charge of directing and controlling the charity and running and operating the charity on a day to day basis.

The senior management team comprises two senior staff from The Legal Education Foundation, Rachael Takens-Milne and Jake Lee, who bring strategic grant-making, policy and operations expertise, and the most senior staff member of the Justice Together team.

A recharge is made from The Legal Education Foundation to Justice Collaborations to cover the cost of their staff time spent on the operation of the charity.

Acknowledgements

The Trustees would like to acknowledge their thanks to the charity's funders, staff and the external members of the grants committee who have shown great commitment to the vision and values of the Justice Together Initiative, particularly in a year where the conflict in Ukraine and the cost of living crisis have had such an impact on us all, and the organisations that we support.

Approved by the Board of Trustees on 29th September 2023 and signed on its behalf by:


 PSloan (Oct 6, 2023 12:22 GMT+1)

Paddy Sloan
Chair

INDEPENDENT AUDITOR’S REPORT TO THE TRUSTEES OF JUSTICE COLLABORATIONS

Opinion

We have audited the financial statements of Justice Collaborations (the ‘charitable company’) for the year ended 30 June 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the 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 30 June 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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 the charitable company’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the 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' Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of 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 Directors' Report included within the Trustees' Report.

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on pages 6 to 7, 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

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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011 and the charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The audit engagement team identified the risk of management override of controls and recognition of donation income as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business challenging judgments and estimates and reviewing recognition of donation income in line with the SORP criteria.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://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. 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.

Kerry Gallagher

KERRY GALLAGHER (Senior Statutory Auditor)

For and on behalf of RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

Davidson House

Forbury Square

Reading

Berkshire

RG1 3EU

Date 31 October 2023

Statement of Financial Activities

	Note	2023 Restricted £'000	2023 Total £'000	2022 Restricted £'000	2022 Total £'000
Incoming from:					
Donations and Legacies	2	8,053	8,053	1,687	1,687
Total Incoming Resources		8,053	8,053	1,687	1,687
Expenditure on:					
Charitable activities	5	4,168	4,168	4,478	4,478
Total	5	4,168	4,168	4,478	4,478
Net Income					
Reconciliation of funds		3,885	3,885	(2,791)	(2,791)
Total funds brought forward	9	2,671	2,671	5,462	5,462
Total funds carried forward	9	6,556	6,556	2,671	2,671

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

The notes on pages 18 to 25 form part of these financial statements.

Balance Sheet as at 30 June 2023

	Note	30 June 2023 £'000	30 June 2022 £'000
Current assets			
Debtors	7	6,438	3,129
Cash at bank and in hand		6,123	5,427
		<u>12,561</u>	<u>8,556</u>
Creditors due within one year	8	3,875	3,586
Net current assets		<u>8,686</u>	<u>4,970</u>
Total assets less current liabilities		8,686	4,970
Creditors due after more than one year	8	2,130	2,229
Net assets		<u>6,556</u>	<u>2,671</u>
Funds			
Restricted Funds	9	6,556	2,671
Total Funds		<u>6,556</u>	<u>2,671</u>

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

Approved and authorised for issue by the Board of Trustees on 29th September 2023, and signed on its behalf by:

PSloan
PSloan (Oct 6, 2023 12:22 GMT+1)

Paddy Sloan
Chair of Trustees

Jennifer Ang
Jennifer Ang (Oct 8, 2023 18:57 GMT+1)

Jennifer Ang
Trustee

The notes on pages 18 to 25 form part of these financial statements.

Statement of Cash Flows for the year ended 30 June 2023

	2023	2022
	£'000	£'000
Cash flows from operating activities:		
Net Income	3,885	(2,791)
Adjustments for:		
(Increase)/Decrease in debtors	(3,309)	2,259
Increase in Creditors	120	2,772
Cash generated from operations	(3,189)	2,240
Change in cash and cash equivalents in the reporting period	696	2,240
Cash and cash equivalents at the beginning of the reporting period	5,427	3,157
Cash and cash equivalents at the end of the reporting period	6,123	5,427

The notes on pages 18 to 25 form part of these financial statements.

NOTES TO THE ACCOUNTS

1. Accounting Policies

a Principal policies and assessment of going concern

The Financial Statements of the charity, registered in England and Wales, which is a public benefit entity under FRS 102, are prepared under the historical cost convention and in accordance with the Financial Reporting Standard Applicable in the United Kingdom and Republic of Ireland (FRS102), the 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 United Kingdom and Republic of Ireland (FRS102) (second edition effective January 2019) and the Charities Act 2011 and Companies Act 2006.

The financial statements cover the year ended 30 June 2023. The legal status of Justice Collaborations is that of a company limited by guarantee and a registered charity.

Going concern

The trustees have reviewed the Charity's forecasts and projections covering a period that exceeds twelve months from the date of signing these financial statements and based on the levels of available cash, commitments made by funders and having taken into account economic conditions, the trustees are satisfied that the Charity has adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis has been used in preparing these financial statements.

Judgements and key sources of estimation uncertainty

When preparing the financial statements management consider whether they have been required to make critical judgements, estimates and assumptions that affect the amounts reported. No such judgements or estimations of uncertainty have been required in the preparation of these financial statements.

Fund accounting

Restricted funds are subjected to restrictions on their expenditure declared by the donor. The charity currently runs one programme, the Justice Together Initiative, and all funds awarded and expenditure to date relate to that programme, therefore all income and expenditure is reported as being restricted funds.

b Income

Donation and Legacy income comprises restricted funds received from external donors for specific programmes as disclosed in note 2. This income is recognised when the organisation is entitled to the income, receipt is probable and the amount can be reliably measured.

c Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Charitable Activities

Expenditure on charitable activities includes all costs incurred by the charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.

The costs under this heading are further split between Grants, Grant making and Research, Other direct costs and Governance in Note 5. Staff costs are allocated to these subheadings based on an estimate of time spent on each activity by the Charity's staff.

Grants are charged to the Statement of Financial Activities when the award is communicated to the recipient and thereby a constructive obligation arises.

Grant making and research costs include costs of research commissioned and/or carried out by the Charity and an allocation of staff time spent on grant awarding and monitoring.

Other direct costs include office expenses, IT and website development, and travel costs.

Governance costs include costs of audit fees and costs associated with the functions of the trustees and the cost of the external legal and other advisors to the trustees.

d Pension costs

The pension costs, in 2022, represent the contributions made to personal pension schemes for staff members. Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

e Fund accounting

The Charity currently has only one type of fund for which it is responsible and which requires separate disclosure:

Restricted funds

Donations or legacies received, or income arising from such, which are earmarked by the donor for specific purposes. Such purposes are within the overall aims of the Charity.

f Value Added Tax

Expenditure is stated gross of irrecoverable value added tax. Justice Collaborations is in a VAT group headed by The Legal Education Foundation.

g Taxation

The company is a registered charity and, as such, for taxation purposes, is entitled to exemption from United Kingdom taxation under the Income and Corporation Taxes Act 1988 and may recover income tax incurred on its investment income.

h Related party transactions

Material transactions with related parties are disclosed in the notes to these financial statements. The Charity's policy is for trustees, executives and advisers to declare their interest and exempt themselves from all relevant discussions and decisions which may involve a transaction with a related party or in which there may have a conflict of interest. Details of related party transactions are included in note 3 and note 11.

i Financial Instruments

The only financial instruments held by the Charity constitute payables and receivables. These are categorised as 'basic' in accordance with Section 11 of FRS 102 and are initially recognised at transaction price. These are subsequently measured at transaction price less any impairment.

2. Income

	2023 £'000	2022 £'000
Voluntary income:		
Grants	8,053	1,687
	8,053	1,687

Incoming grants are all allocated to restricted funds and all relate to the Justice Together Initiative, the sole programme currently run by the charity.

3. Transactions with Trustees and Connected Persons

One trustee claimed expenses or received remuneration in the year £533(2022: £nil)

Expenditure in the period includes £235k (2022: £59k) of staff costs recharged by the parent charity, The Legal Education Foundation. Of this total £84k was in relation to staff considered to be part of Justice Collaborations key management personnel (2022: £20k). The Legal Education Foundation awarded, and paid, a grant of £1,265k to Justice Collaborations in the year to 30 June 2023 (2022: £250k).

4. Net Income

	2023 £'000	2022 £'000
Net Income for the year is stated after charging:		
Fees payable for services provided by the auditor and the auditor's related entities (including irrecoverable VAT):		
Auditor's remuneration:		
RSM UK Audit LLP	16	15
Other services:		
Preparation of tax return	-	1

5. Analysis of Total Expenditure

	Staff Costs £'000	Other £'000	Total 2023 £'000	Total 2022 £'000
Charitable activities				
Grants	-	3,718	3,718	4,174
Grant making and Research	-	353	353	165
Other Direct costs	(5)	56	51	100
Governance	-	41	41	39
	-	4,168	4,168	4,478

6. Staff costs

	2023 £'000	2022 £'000
Wages and Salaries	(5)	102
Social Security costs	-	12
Pension costs – Defined Contribution	-	24
	-	138

No employees earned in excess of £60,000 per annum, including their taxable benefits, in the year ended 30 June 2023 or the period ended 30 June 2022.

The average number of employees in 2023 was £nil (2022: 3) and the average full-time equivalent number of employees was 0 (2022: 3).

From July 2022 employees became employees of The Legal Education Foundation and their costs are recharged to Justice Collaborations (see Note 3).

Remuneration of Key Personnel

Key Management Personnel are deemed to comprise the trustees, two senior staff from The Legal Education Foundation and the Head of Justice Together Initiative (JTI).

The aggregate remuneration in the current year, including pension benefits, for Key Management Personnel was £nil (2022: £78k).

Details of the total Foundation staff costs recharged to Justice Collaborations are included in Note 3.

7. Debtors

	2023	2022
	£'000	£'000
Prepayments and accrued income	6,438	3,129
	6,438	3,129

8. Creditors

Creditors due within one year

	2023	2022
	£'000	£'000
Amounts owed to parent company	92	14
Grants payable	3,719	3,137
Other creditors	4	374
Tax and Social security	-	4
Accruals	60	57
	3,875	3,586

Creditors due in more than one year

	2023	2022
	£'000	£'000
Grants payable	2,130	2,299
	2,130	2,299

9. Funds

All incoming grants are treated as restricted as they relate to the Justice Together Initiative programme. The periods over which the above grants are receivable range from 2 to 5 years and are restricted to the Justice Together initiative which is currently Justice Collaborations' only programme.

2023	£'000
	Restricted funds
At 1 July 2022	2,671
Total Income	8,053
Total Expenditure	(4,168)
As at 30 June 2023	6,556

2022	£'000
	Restricted funds
At 1 July 2021	5,462
Total Income	1,687
Total Expenditure	(4,478)
As at 30 June 2022	2,671

10. Grant awards

Organisation	Advice and Representation	Influencing	Total
	£000s	£000s	£000s
East Midlands	600		600
Community Advice and Law Service	450		450
New Europeans UK	150		150
London	40		40
EERC	20		20
Work R Centre	20		20
East of England	350		350
One Stop Advice & Training Centre	100		100
GYROS (Great Yarmouth Refugee Outreach Support)	250		250
National		770	770
Reunite Families		20	20
Asylos		20	20
Institute for Public Policy Research (IPPR)		158	158
Focus on Labour Exploitation		220	220
Citizens UK		352	352
South West	500		500
Bristol Law Centre	500		500

Wales	400		400
Asylum Justice	400		400
West Midlands	475		475
Coventry Asylum and Refugee Action Group (CARAG)	50		50
The Refugee and Migrant Centre: Black Country and Birmingham	425		425
Cost of Living awards to existing grantees	210	104	314
Development grants	19		19
Norfolk Community Law Service	19		19
Infrastructure - National	250		250
Asylum Aid	250		250
Total	2844	874	3718

11. Related Party transactions

Transactions with the parent Charity, The Legal Education Foundation, are disclosed in note 3.

Grantee	Trustee	Relationship to grantee	Grant awarded in the year £'000s	Balance at 30.6.23 £'000s
JustRight Scotland	J Ang	Director	-	35
Settled*	J Ang	Trustee	13	147
Public Law Project	A Pickup	Legal Director**	-	129
Asylum Aid	A Pickup	Director	250	211
			263	487

R Takens-Milne, a member of the senior management of Justice Collaborations and employee of The Legal Education Foundation is also a Trustee of Women for Refugee Women. A grant of £150k was awarded to that organisation in the year ended 30 June 2021. An additional cost of living award of £8k was made in the year ended 30 June 2023. The balance outstanding at 30 June 2023 was £83k.

J Lee, a member of the senior management of Justice Collaborations and employee of The Legal Education Foundation is also an employee of Unbound Philanthropy. Unbound Philanthropy awarded a grant of £240k to Justice Collaborations in the year ended 30 June 2022.

* In addition to the figures above, a grant was awarded to Asylum Welcome in the year ended 30 June 2022. The grant is a partnership with a number of other organisations, including Settled. The share of the funding which will be passed on to Settled over the three years of the grant is £73k. An additional cost of living award of £19k was made to Asylum Welcome in the year ended 30 June 2023.

** A Pickup is no longer a Director of Public Law Project but was at the time the grant application was approved.

None of the above trustees or management took part in any discussions or decisions regarding a grant to a party to whom they are Related.

The information provided in this note relates to transactions in the financial year. The conflicts of interest policy, which is followed for all transactions and grant award decisions, is detailed on page 9.

12. Parent Organisation and Ultimate Controlling Party

The trustees regard The Legal Education Foundation, a registered charity incorporated in England and Wales by Royal Charter (charity registration number: 271297), as the Company's parent organisation and ultimate controlling party. According to the register kept by the Company, The Legal Education Foundation, as the sole member has a 100% interest in Justice Collaborations Limited as at 30 June 2023. The Legal Education Foundation is the largest and smallest body to consolidate the financial statements of the Company.

Principal purposes and activities of The Legal Education Foundation

The Object of The Legal Education Foundation, as set out in its Royal Charter, is: *'To promote the advancement of legal education and the study of law in all its branches, and the sound development and administration of law'.*

It has a vision of a society that fosters the principles of justice and fairness, where people understand and use law to bring about positive change and to prevent harm and where public systems and structures uphold the rule of law.

Its main activity is that of grant-making and its current strategy is based around the following three key programmes:

Stronger Sector: Training and support for a thriving social justice legal sector

Fairer Systems: Transparency, accountability and the protection of rights

Smarter Justice: An enduring commitment to learning and evidence in the justice system.

A copy of the parent organisation's consolidated financial statements can be obtained by writing to Secretary at 15 Alfred Place, London, WC1E 7EB.

Final JC ARA 2023 - v5.0 FINAL

Final Audit Report

2023-10-08

Created:	2023-10-03
By:	Adam Pokun (adam.pokun@TheLEF.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAqJdug9JS-WxQhAFTV_SoOVF8TMOAKmpq

"Final JC ARA 2023 - v5.0 FINAL" History

-  Document created by Adam Pokun (adam.pokun@TheLEF.org)
2023-10-03 - 13:36:07 GMT
-  Document emailed to null Paddy (psloan39@gmail.com) for signature
2023-10-03 - 13:38:53 GMT
-  Email viewed by null Paddy (psloan39@gmail.com)
2023-10-03 - 16:13:32 GMT
-  Signer null Paddy (psloan39@gmail.com) entered name at signing as PSloan
2023-10-06 - 11:22:47 GMT
-  Document e-signed by PSloan (psloan39@gmail.com)
Signature Date: 2023-10-06 - 11:22:49 GMT - Time Source: server
-  Document emailed to null Jen (jen.ang.law@gmail.com) for signature
2023-10-06 - 11:22:50 GMT
-  Email viewed by null Jen (jen.ang.law@gmail.com)
2023-10-08 - 17:56:55 GMT
-  Signer null Jen (jen.ang.law@gmail.com) entered name at signing as Jennifer Ang
2023-10-08 - 17:57:26 GMT
-  Document e-signed by Jennifer Ang (jen.ang.law@gmail.com)
Signature Date: 2023-10-08 - 17:57:28 GMT - Time Source: server
-  Agreement completed.
2023-10-08 - 17:57:28 GMT

Accounts

JUSTICE COLLABORATIONS

ANNUAL REPORT & ACCOUNTS

YEAR ENDED 30TH JUNE 2022

Charity number: 1187441

Company number: 12328192

CONTENTS	PAGE
Details	1
Report of the Trustees	
Constitution, Object and Public Benefit	2
Strategic objectives and achievements to date	2
Plans for the future	5
Financial Review	5
Statement of Trustees' Responsibilities	6
Risk Management	7
Governance	7
Trustees and Key Management	9
Independent Auditor's Report to the Trustees	11
Statement of Financial Activities	15
Balance Sheet	16
Statement of Cash Flows	17
Notes to the Accounts	18

DETAILS

PRINCIPAL OFFICE

Suite 2, Ground Floor
River House
Broadford Park
Shalford
Guildford
Surrey GU4 8EP

CHARITY REGISTRATION NUMBER

1187441

COMPANY REGISTRATION NUMBER

12328192

PRINCIPAL PROFESSIONAL ADVISERS

AUDITOR

RSM UK Audit LLP
Davidson House
Forbury Square
Reading
RG1 3EU

BANKER

National Westminster Bank plc
3rd Floor
Cavell House
2A Charing Cross Road
London WC2H 0NN

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 30 JUNE 2022

Constitution

Justice Collaborations is a company limited by guarantee (incorporated in England and Wales on 22 November 2019) and also a charity registered in England and Wales (registered on 17 January 2020).

Justice Collaborations is a wholly owned subsidiary of The Legal Education Foundation (charity number: 271297).

Objects

The objects of the Charity are, for the public benefit:

- To promote the advancement of legal education, the study of law in all its branches and the sound administration of law;
- To relieve poverty and other charitable need and to promote social inclusion by working with people who are socially excluded or who face discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment, in particular but not exclusively by the provision of advice, counsel, assistance and representation to those who could not otherwise obtain such support; and
- To advance any other purposes recognised as charitable in England & Wales for the time being.

Public Benefit

The trustees confirm that they have referred to the Charity Commission's guidance on Public Benefit when considering the charity's aims and objectives and in planning future activities. Details of how the charity will meet its public benefit obligations can be seen in the following section of this report.

Strategic objectives and achievements to date

Justice Collaborations was formed in 2019 as a result of discussions between The Legal Education Foundation and a number of independent funders in the UK. The initial work of Justice Collaborations is the Justice Together Initiative (JTI) which has a 10-year strategy.

Our vision is that people who use the immigration system can access justice fairly and equally, so that they can get on with their lives.

Our mission is to build a community of people and organisations with diverse backgrounds, strengths, and experience to transform access to justice in the UK immigration system. Through grant-making and collaboration, we will connect lived experience, front-line advice and influencing strategies to create lasting change.

We will build a community bringing together lived and learned experience of the immigration system, frontline evidence and influencing strategies to work towards the following goals:

1. A fair, timely and accessible immigration system.
2. A more sustainably resourced immigration advice and legal system.
3. A more accessible, sustainable, collaborative and coordinated sector to strengthen and increase access to immigration advice and legal provision.

By the end of June 2022, grant awards of over £10 million had been committed to the initiative by 16 organisations and others are considering joining either by directly funding the initiative or by providing aligned funding.

Contributing funders now include: Paul Hamlyn Foundation, AB Charitable Trust, Baring Foundation, Barrow Cadbury Trust, Comic Relief, Joseph Rowntree Charitable Trust, Oak Foundation, Unbound Philanthropy, Trust for London, Tudor Trust, Metropolitan Migration Foundation, The Legal Education Foundation, the Greater London Authority, City Bridge Trust, Trust for London and others.

Grant-making policy for the JTI programme

In order to achieve the planned goals set out above, Justice Together makes grants to organisations for charitable activity in particular:

Advice and representation

Free or low-cost immigration legal advice and representation at OISC level 2 or above.

Coordination between advice providers including referral pathways within a geographical area or issue.

Influencing

Influencing work at either local or national level to improve access to justice for people in the UK immigration system.

We particularly welcome applications from organisations that are led by people with lived experience of the UK immigration system.

The initiative is guided by its values and works to be open and transparent with applicants and organisations we fund (our grant partners), striving to make the grants process as straightforward as possible. For example, after each round, we have reviewed and improved the process following feedback from applicants (via anonymous survey), funders, the Grants Committee and staff.

Justice Together funding is being distributed through open grant rounds, phased across regions and devolved nations. Funding is initially for three years and usually includes costs of management support, staff care and embedding anti-racism strategies. We bring together our grant partners to work together on collective goals in what we are calling a ‘community of impact’, connecting regularly to share intelligence, tackle shared issues and build stronger action for change. We aim to fund in a way that seeks to bolster the health, dynamism, sustainability and influencing capacity of the sector over the next decade.

To support the development of collaborative approaches in areas with limited provision, we made development grants in the East Midlands, East of England and the South West which we hope will lead to partnership applications for multi-year funding to build regional capacity in immigration legal advice and representation.

Details of the awards made by 30 June 2022 are shown in note 10 to the financial statements.

COVID-19

The pandemic continued to have a significant impact on the way that we and our grant partners worked during 2021/22. Staff continued to work predominantly remotely in the period to 30 June 2022. Most meetings with funders, community of impact gatherings, recruitment of staff and Trustee meetings were successfully undertaken through the use of video conferencing and cloud-based systems. We have since moved to a form of hybrid working and in-person meetings with our grant partners.

We know that the COVID pandemic changes the context for our work. We are working with partners on an ongoing basis to understand the impact on access to justice, and on the charitable sector.

Impact of the conflict in Ukraine

Following Russia's invasion of Ukraine in February 2022, we carried out an initial survey of our 78 grant partners working in the immigration advice and influencing field, to identify additional needs arising. A number of organisations, specifically those working with European communities and on labour exploitation, were already under strain with the number of enquiries they were receiving from people both in Ukraine and in the UK about how they and loved ones could get safely to the UK. These ongoing additional advice enquiries in relation to Ukraine have increased the pressure on an already struggling sector. The predominant need continues to be around legal advice and guidance to understand the family routes and visa options, as well as support for those who have arrived. There is also growing need around informing the government schemes that have been set up and how they develop visas and workers' rights.

In March 2022 we launched an appeal for additional funding to meet the needs of organisations delivering immigration advice and support and influencing in this area. We initially raised £622,700 which was distributed rapidly to grant partners for additional advice and influencing work. This is alongside working with funding partners to ensure that the additional funding was part of a longer-term, more sustainable approach. We earmarked funding for additional well-being support and convening of organisations in the sector. Since March 2022 we have raised over £500,000 in additional funding for the Justice Together Initiative as a whole. There remains a significant demand for additional advice and influencing capacity, both in the immediate aftermath of the invasion and in the long term for future grants to build capacity and resilience within the sector to respond.

Anti-racism

Anti-racism is a core value for Justice Collaborations. It is a central part of the decisions we make about which organisations to fund and how we support our grant partners. We are members of the Funders for Race Equality Alliance. During the year, staff, Trustees and Grants Committee members have worked with expert external facilitators to deepen our understanding of oppression, with a particular focus on racism, and to build the team's capacity to recognise, name and address inequity and injustice within our processes and practices. This has been an extremely helpful foundation for our ongoing journey towards becoming an anti-racist organisation. In the year ahead, we will work with our anti-racism working group to develop our anti-racism strategy and action plan.

Lived experience

It is a founding principle that people affected by injustice are best able to identify and lead solutions. Our current work is focused on immigration so our priority has been on lived experience of the immigration system. Most of our Grants Committee have lived experience of the UK immigration system, alongside their extensive professional skills and learning. The Justice Together Initiative prioritises applications from lived experience-led organisations and encourages all grant partners to recruit staff with lived experience with our funding. We have offered guidance and support to do this. This has been very successful for our influencing grant partners but has proved more challenging for advice posts.

Learning

During the year, we recruited M2 Consultants as the initiative's learning partners. They have worked with the staff team to review and revise our theory of change and develop a learning plan. They will be collating grantee partner feedback and updates to compile a report on key learnings.

We are running community of impact events roughly every two months on thematic areas, and this will include one-hour meetings, to which funders are also invited, in order to showcase the particular work of grant partners. We have recently launched an online platform for all grantee partners to share information such as useful documents and resources. This will be accompanied by a complementary private channel on Refugee Action's existing community of practice, which is well used by organisations across the sector.

We have developed an online exchange programme between UK and US-based organisations to develop their knowledge of community lawyering and explore how this approach can be deployed in their work. 'Community lawyering' has been developed in the US as a way for communities to access legal knowledge and skills that may help them to achieve change.

Plans for the future

The final open grants rounds of the first phase of JTI will take place in the coming financial year, for advice grants in the East Midlands, South West and East of England. In addition, we will:

- Finalise our wellbeing offer to support grant partners' front line workers.
- Develop and start implementing an action plan for our anti-racism work.
- Commission research to map Local Authority funding of immigration advice.
- Raise funds for the next three years of the Justice Together initiative.

Financial Review

Results for the year

The Financial Statements for the year are set out on pages 15 to 25. These show the award of restricted grants of which £1,687k have been defined as meeting the criteria for recognition in this financial year.

The total level of Reserves as at 30 June 2022 is £2,671k (30 June 2021 £5,462k), all of which are restricted funds. The period over which incoming grants are expended ranges from 1 to 5 years. Costs incurred in the year, including grants awarded, totalled £4,478k (2021: £3,355k) all of which have been charged against the restricted funds received.

Principal funding sources

The source of funds for Justice Collaborations is grants. Grants awarded to the charity in the current year are listed in note 2 to the financial statements.

Reserves Policy

Justice Collaborations maintains reserves which the Board of trustees deem appropriate for its effective operation. All of the charity's reserves are treated as restricted as they relate to the Justice Together Initiative, which is currently the only programme run by Justice Collaborations.

The charity has received commitments from funders which can be used to fund staffing costs, other running costs and a programme of grant awards over a number of years.

The trustees will ensure that the charity has sufficient reserves to cover the costs of maintaining the grants it has awarded to completion. Additionally, the trustees will continue to review the level of grant awards to ensure that they meet the requirements of funders' grant agreements and the strategic objectives of the JTI.

At 30 June 2022, after having awarded the first round of grants under the JTI, the reserves stood at £2,671k.

Cash Flow and Cash Levels

In the year to 30th June 2022, a total of £3,968k (2021: £2,988k) of grant income was paid to the charity by funders. The cash balance at 30th June 2022 was £5,427k (2021: £3,187k).

When considering the level of grant awards in each round the Board takes into account the available funds and the commitments made by funders.

Statement of Trustees' Responsibilities

The charity trustees (who are also the directors of Justice Collaborations for the purpose of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with the applicable law and United Kingdom accounting standard (United Kingdom general accepted accounting practise).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charity company and of the incoming resource and application of resources, including the income and expenditure of the charity for that period. In preparing the financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles and the charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explain in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence taking responsible steps for the prevention of fraud and other irregularities.

The trustees 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.

The trustees confirm that:

- So far as they are aware there is no relevant audit information of which the Charity's auditor is unaware.
- They have taken all steps that they believe that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the Charity's auditor is aware of that information.

Risk Management

Overall

The trustees are responsible for identifying, managing and monitoring the risks facing the organisation and for mitigating these risks so as to arrive at an acceptable risk appetite.

A Risk Register is maintained that lists and ranks all identified risks via a traffic light system. The register shows gross and net risk for each identified item of risk, mitigations which are already in place and identifies any further action required and who is responsible for that action.

The trustees review the risk register at every meeting.

The three greatest risks in each key area are considered to be:

Operational	Inadequate cyber security protections in place lead to data corruption/loss, introduction of malware/ransomware, and data protection breaches.
External	Significant changes occur in the constitutional, legislative and/or regulatory environment in which the Foundation operates that restricts our ability to deliver our strategic objectives
Governance	Trustee body does not reflect diversity in terms of skills, protected characteristics or lived expertise which leads to poor decision making and loss of credibility

Governance

Trustees and trustee recruitment

The ultimate control of Justice Collaborations is held by The Legal Education Foundation (TLEF) which is the sole Member.

The trustees normally meet four times during the year, with additional meetings taking place if necessary. The trustees devote each meeting to considering strategic issues in addition to receiving update reports from senior management.

The first trustees of the charity were appointed in November 2019.

The Board is comprised of:

- three trustees of The Legal Education Foundation,
- the chief executive of The Legal Education Foundation, and
- two independent trustees.

The independent trustees were appointed following a formal recruitment and interview process.

The trustees take steps to ensure that they work as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions. They can access independent professional advice, such as legal or financial advice, at the charity's expense if needed.

Justice Together Initiative Grants Committee

The grants committee is formed of three trustees together with three paid external members who have personal experience of the immigration system. The Committee meets at least twice a year.

The trustees and those who served as such at any time during the financial year, together with details of their Committee memberships as at the date of the approval of these financial statements, 30th September 2022, are shown on page 9.

Induction and training of Trustees

New trustees are provided with an induction programme during which they have the opportunity to meet with the key management and the Secretary, they are also made aware of:

- The responsibilities of trustees.
- The organisation's constitution.
- The committees and decision-making processes.
- The plan for meeting the charity's Object.

The current trustees were recruited at the time of the formation of the Charity based on the skills needed. However, as the charity further develops its strategy and grant giving programme, the skills of the Board will be reviewed and training provided where required.

Charity Governance Code

Justice Collaborations is committed to best practice in governance. The Trustees have adopted the main policies of its parent charity which includes a formal review of compliance with the Charity

Governance code, by TLEF's Finance, Audit and Risk Committee. The results of the latest review confirmed that the charity continues to comply with the Charity Governance Code.

The charity continually reviews ways to improve its governance and focusses on the areas of the code where this can best occur.

TLEF's Governors have supported the senior management in the creation of a diversity, equity and inclusion working group. The activities of this group are reported to the Governors' Board meetings and to the charity's Board and will support the objective of continuing to improve governance practice in this area in line with the revised Diversity section of the Code.

The Justice Together initiative has been developed with a commitment to equity and human rights, inclusion and anti-racism at its core. It has a dedicated Anti-Racism Working Group and is working with an expert consultant.

Conflicts of Interest

Justice Collaborations has adopted its parent's (TLEF) Conflicts of Interest Policy which requires trustees, executives, external committee members and advisers to declare any interest which could give rise to conflict of interest. They are required to exempt themselves from all relevant decisions which may involve a transaction with a related party or in which they may have a conflict of interest although they can take part in general discussion on the area concerned at trustees' meetings.

A register of interests is maintained and relevant conflicts are declared at each Board and Committee meeting.

Fundraising

Justice Collaborations has not entered into contracts with central or local government to deliver services. It does not raise funds from the public and therefore has not subscribed to any fundraising standards or scheme for fundraising regulation. However, the charity is committed to good fundraising practice.

The trustees are aware of the regulations, and have nothing further to disclose under the provisions of section 13 of the Charities (Protection and Social Investment) Act 2016.

Auditors

RSM UK Audit LLP had indicated its willingness to continue in office.

Remuneration

The remuneration of staff was based on market rates for the roles at the time of recruitment. Subsequent annual salary reviews are recommended to the parent charity's Finance and General Purposes Committee.

TRUSTEES AND KEY MANAGEMENT

The trustees, who are also the Directors of the company, and those who served as such at any time during the financial year, together with details of their Committee memberships as at 1st October 2021 are as follows:

	Date appointed	Leaving date	JTI grants committee
Jennifer Ang	18/12/19		Chair
Guy Beringer	22/11/19	24/11/21	
Jacqueline Broadhead	18/12/19		Y
Alison Pickup	18/12/19		
Paddy Sloan - Chair	01/06/21		
Matthew Smerdon	18/12/19		Y

Three external paid advisors to the grants committee were appointed on 15th September 2020: Dylan Fotoohi, Dami Makinde and Ali Torabi.

Guy Beringer was Chair of the Board from incorporation until 23rd June 2021 when he stepped down and Paddy Sloan was appointed in his place. Guy remained a Board member until 24th November 2021.

Key Management Personnel

The trustees consider the Board of Trustees, and the senior management team as comprising the key management personnel of the charity in charge of directing and controlling the charity and running and operating the charity on a day to day basis.

The senior management team comprises two senior staff from The Legal Education Foundation, Rachael Takens-Milne and Jake Lee, who bring strategic grant-making, policy and operations expertise, and the most senior staff members of the Justice Together team.

A recharge is made from The Legal Education Foundation to Justice Collaborations to cover the cost of their staff time spent on the operation of the charity.

Acknowledgements

The Trustees would like to acknowledge their thanks to the charity's funders, staff and the external members of the grants committee who have shown great commitment to the vision and values of the Justice Together Initiative, particularly in a year where the pandemic and the conflict in Ukraine have had such an impact on us all.

Approved by the Board of Trustees on 30th September 2022 and signed on its behalf by:

Paddy Sloan

Paddy Sloan
Chair

INDEPENDENT AUDITOR’S REPORT TO THE TRUSTEES OF JUSTICE COLLABORATIONS

Opinion

We have audited the financial statements of Justice Collaborations (the ‘charitable company’) for the year ended 30 June 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the 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 30 June 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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 the charitable company’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the 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' Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of 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 Directors' Report included within the Trustees' Report.

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on pages 6 to 7, 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

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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011 and the charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://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. 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.

Kerry Gallagher

KERRY GALLAGHER (Senior Statutory Auditor)

For and on behalf of RSM UK AUDIT LLP, Statutory Auditor

Chartered Accountants

Davidson House

Forbury Square

Reading

Berkshire

RG1 3EU

Date 13 October 2022

Statement of Financial Activities

	Note	2022 Restricted £'000	2022 Total £'000	2021 Restricted £'000	2021 Total £'000
Incoming from:					
Donations and Legacies	2	1,687	1,687	2,675	2,675
Total Incoming Resources		1,687	1,687	2,675	2,675
Expenditure on:					
Charitable activities	5	4,478	4,478	3,355	3,355
Total	5	4,478	4,478	3,355	3,355
Net Income					
Reconciliation of funds		(2,791)	(2,791)	(680)	(680)
Total funds brought forward	9	5,462	5,462	6,142	6,142
Total funds carried forward	9	2,671	2,671	5,462	5,462

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

The notes on pages 18 to 25 form part of these financial statements.

Balance Sheet as at 30 June 2022

	Note	30 June 2022 £'000	30 June 2021 £'000
Current assets			
Debtors	7	3,129	5,388
Cash at bank and in hand		5,427	3,187
		8,556	8,575
Creditors due within one year	8	3,586	1,174
Net current assets		4,970	7,401
Total assets less current liabilities		4,970	7,401
Creditors due after more than one year	8	2,299	1,939
Net assets		2,671	5,462
Funds			
Restricted Funds	9	2,671	5,462
Total Funds		2,671	5,462

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

Approved and authorised for issue by the Board of Trustees on 1st October 2022, and signed on its behalf by:

Paddy Sloan

Paddy Sloan
Chair of Trustees

Jennifer Ang

Jennifer Ang
Trustee

The notes on pages 18 to 25 form part of these financial statements.

Statement of Cash Flows for the year ended 30 June 2022

	2022	2021
	£'000	£'000
Cash flows from operating activities:		
Net Income	(2,791)	(680)
Adjustments for:		
Decrease/(increase) in debtors	2,259	312
Increase in Creditors	2,772	3,046
Cash generated from operations	2,240	2,678
Change in cash and cash equivalents in the reporting period	2,240	2,678
Cash and cash equivalents at the beginning of the reporting period	3,187	509
Cash and cash equivalents at the end of the reporting period	5,427	3,187

The notes on pages 18 to 25 form part of these financial statements.

NOTES TO THE ACCOUNTS

1. Accounting Policies

a Principal policies and assessment of going concern

The Financial Statements of the charity, registered in England and Wales, which is a public benefit entity under FRS 102, are prepared under the historical cost convention and in accordance with the Financial Reporting Standard Applicable in the United Kingdom and Republic of Ireland (FRS102), the 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 United Kingdom and Republic of Ireland (FRS102) (second edition effective January 2019) and the Charities Act 2011 and Companies Act 2006.

The financial statements cover the year ended 30 June 2022. The legal status of Justice Collaborations is that of a company limited by guarantee and a registered charity.

Going concern

The trustees have reviewed the Charity's forecasts and projections covering a period that exceeds twelve months from the date of signing these financial statements and based on the levels of available cash, commitments made by funders and having taken into account economic conditions, the trustees are satisfied that the Charity has adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis has been used in preparing these financial statements.

Judgements and key sources of estimation uncertainty

When preparing the financial statements management consider whether they have been required to make critical judgements, estimates and assumptions that affect the amounts reported. No such judgements or estimations of uncertainty have been required in the preparation of these financial statements.

Fund accounting

Restricted funds are subjected to restrictions on their expenditure declared by the donor. The charity currently runs one programme, the Justice Together Initiative, and all funds awarded and expenditure to date relate to that programme, therefore all income and expenditure is reported as being restricted funds.

b Income

Donation and Legacy income comprises restricted funds received from external donors for specific programmes as disclosed in note 2. This income is recognised when the organisation is entitled to the income, receipt is probable and the amount can be reliably measured.

c Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Charitable Activities

Expenditure on charitable activities includes all costs incurred by the charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.

The costs under this heading are further split between Grants, Grant making and Research, Other direct costs and Governance in Note 5. Staff costs are allocated to these subheadings based on an estimate of time spent on each activity by the Charity's staff.

Grants are charged to the Statement of Financial Activities when the award is communicated to the recipient and thereby a constructive obligation arises.

Grant making and research costs include costs of research commissioned and/or carried out by the Charity and an allocation of staff time spent on grant awarding and monitoring.

Other direct costs include office expenses, IT and website development, and travel costs.

Governance costs include costs of audit fees and costs associated with the functions of the trustees and the cost of the external legal and other advisors to the trustees.

d Pension costs

The pension costs represent the contributions made to personal pension schemes for staff members. Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

e Fund accounting

The Charity currently has only one type of fund for which it is responsible and which requires separate disclosure:

Restricted funds

Donations or legacies received, or income arising from such, which are earmarked by the donor for specific purposes. Such purposes are within the overall aims of the Charity.

f Value Added Tax

Expenditure is stated gross of irrecoverable value added tax. Justice Collaborations is in a VAT group headed by The Legal Education Foundation.

g Taxation

The company is a registered charity and, as such, for taxation purposes, is entitled to exemption from United Kingdom taxation under the Income and Corporation Taxes Act 1988 and may recover income tax incurred on its investment income.

h Related party transactions

Material transactions with related parties are disclosed in the notes to these financial statements. The Charity's policy is for trustees, executives and advisers to declare their interest and exempt themselves from all relevant discussions and decisions which may involve a transaction with a related party or in which there may have a conflict of interest. Details of related party transactions are included in note 3.

i Financial Instruments

The only financial instruments held by the Charity constitute payables and receivables. These are categorised as 'basic' in accordance with Section 11 of FRS 102 and are initially recognised at transaction price. These are subsequently measured at transaction price less any impairment.

2. Income

	2022 £'000	2021 £'000
Voluntary income:		
Grants	1,687	2,675
	1,687	2,675

Incoming grants are all allocated to restricted funds and all relate to the Justice Together Initiative, the sole programme currently run by the charity.

3. Transactions with Trustees and Connected Persons

No trustees claimed expenses or received remuneration in the year (2021: £nil)

Expenditure in the period includes £59k (2021: £122k) of staff costs recharged by the parent charity, The Legal Education Foundation. Of this total £20k was in relation to staff considered to be part of Justice Collaborations key management personnel (2021: £36k). The Legal Education Foundation awarded, and paid, a grant of £250k to Justice Collaborations in the year to 30 June 2022 (2021: £500k).

4. Net Income

	2022 £'000	2021 £'000
Net Income for the year is stated after charging:		
Fees payable for services provided by the auditor and the auditor's related entities (including irrecoverable VAT):		
Auditor's remuneration:		
RSM UK Audit LLP	15	14
Other services:		
Preparation of tax return	-	1

5. Analysis of Total Expenditure

	Staff Costs £'000	Other £'000	Total 2022 £'000	Total 2021 £'000
Charitable activities				
Grants	-	4,174	4,174	3,062
Grant making and Research	105	60	165	65
Other Direct costs	33	67	100	196
Governance	-	39	39	32
	138	4,340	4,478	3,355

6. Staff costs

	2022 £'000	2021 £'000
Wages and Salaries	102	108
Social Security costs	12	11
Pension costs – Defined Contribution	24	3
	138	122

No employees earned in excess of £60,000 per annum, including their taxable benefits, in the year ended 30 June 2022 or the period ended 30 June 2021.

The average number of employees in 2022 was 3 (2021: 3) and the average full-time equivalent number of employees was 3 (2021: 3).

Remuneration of Key Personnel

Key Management Personnel are deemed to comprise the trustees, two senior staff from The Legal Education Foundation, the Head of Justice Together Initiative (JTI) and, until October 2021, the Acting Head of Justice Together Initiative (JTI).

The aggregate remuneration in the current year, including pension benefits, for Key Management Personnel was £78k (2021: £87k).

Details of the total Foundation staff costs recharged to Justice Collaborations are included in Note 3.

7. Debtors

	2022	2021
	£'000	£'000
Prepayments and accrued income	3,129	5,388
	3,129	5,388

8. Creditors

Creditors due within one year

	2022	2021
	£'000	£'000
Amounts owed to parent company	14	39
Grants payable	3,137	1,088
Other creditors	374	15
Tax and Social security	4	3
Accruals	57	29
	3,586	1,174

Creditors due in more than one year

	2022	2021
	£'000	£'000
Grants payable	2,299	1,939
	2,299	1,939

9. Funds

All incoming grants are treated as restricted as they relate to the Justice Together Initiative programme. The periods over which the above grants are receivable range from 2 to 5 years and are restricted to the Justice Together initiative which is currently Justice Collaborations' only programme.

2022 **£'000****Restricted funds**

At 1 July 2021	5,462
Total income	1,687
Total Expenditure	(4,478)
As at 30 June 2022	2,671

2021 **£'000****Restricted funds**

At 1 July 2020	6,142
Total income	2,675
Total Expenditure	(3,355)
As at 30 June 2021	5,462

10. Grant awards

Organisation	Advice and Representation £000s	Influencing £000s	Total £000s
East Midlands	20		20
Nottingham and Nottinghamshire Refugee Forum	20		20
England & Wales		250	250
Public Law Project		250	250
London	1,372		1,372
Coram Children's Legal Centre Limited	250		250
East European Resource Centre (EERC)	132		132
Freedom from Torture	270		270
Migrants Organise Ltd	350		350
South London Refugee Association	300		300
Work Rights Centre	70		70
National		573	573
Asylos		155	155
Focus on Labour Exploitation		275	275
Reunite Families UK		25	25
the3million		118	118
Northern Ireland	500		500
Law Centre NI	300		300
STEP (South Tyrone Empowerment Programme)	200		200

Scotland	70		70
Settled	70		70
South East	500		500
Asylum Welcome	389		389
Samphire	111		111
South West	18		18
Bristol Law Centre	18		18
Wales		96	96
The Bevan Foundation		96	96
West Midlands	75		75
Tulia (Registered as Migrant Family Support CIC)	75		75
Yorkshire and the Humber	500	200	700
Manuel Bravo Project	250		250
Migrant Action		200	200
Refugee Action	250		250
Total	3,055	1,119	4,174

11. Related Party transactions

Transactions with the parent Charity, The Legal Education Foundation, are disclosed in note 3.

Grantee	Trustee	Relationship to grantee	Grant awarded in the year £'000s	Balance at 30.6.22 £'000s
JustRight Scotland	J Ang	Director	-	131
Settled*	J Ang	Trustee	70	264
Public Law Project	A Pickup	Legal Director**	250	171
			320	566

R Takens-Milne, a member of the senior management of Justice Collaborations and employee of The Legal Education Foundation is also a Trustee of Women for Refugee Women. A grant of £150k was awarded to that organisation in the year ended 30 June 2021. The balance to be paid at 30 June 2022 was £100k.

J Lee, a member of the senior management of Justice Collaborations and employee of The Legal Education Foundation is also an employee of Unbound Philanthropy. Unbound Philanthropy awarded a grant of £240k to Justice Collaborations in the year ended 30.6.22.

* In addition to the figures above, a grant was awarded to Asylum Welcome in the year ended 30 June 2022. The grant is a partnership with a number of other organisations, including Settled. The share of the funding which will be passed on to Settled over the three years of the grant is £73k.

** A Pickup is no longer a Director of Public Law Project but was at the time the grant application was approved.

None of the above trustees or management took part in any discussions or decisions regarding a grant to a party to whom they are Related.

The information provided in this note relates to transactions in the financial year. The conflicts of interest policy, which is followed for all transactions and grant award decisions, is detailed on page 9.

12. Parent Organisation and Ultimate Controlling Party

The trustees regard The Legal Education Foundation (TLEF), a registered charity incorporated in England and Wales by Royal Charter (charity registration number: 271297), as the Company's parent organisation and ultimate controlling party. According to the register kept by the Company, TLEF, as the sole member has a 100% interest in Justice Collaborations Limited as at 30 June 2022. TLEF is the largest and smallest body to consolidate the financial statements of the Company.

Principal purposes and activities of TLEF

The Object of TLEF, as set out in its Royal Charter, is: *'To promote the advancement of legal education and the study of law in all its branches, and the sound development and administration of law'.*

It has a vision of a society that fosters the principles of justice and fairness, where people understand and use law to bring about positive change and to prevent harm and where public systems and structures uphold the rule of law.

Its main activity is that of grant-making and its current strategy is based around the following three key programmes:

Stronger Sector: Training and support for a thriving social justice legal sector

Fairer Systems: Transparency, accountability and the protection of rights

Smarter Justice: An enduring commitment to learning and evidence in the justice system.

A copy of the parent organisation's consolidated financial statements can be obtained by writing to Suite 2, Ground Floor, River House, Broadford Park, Shalford, Guildford, Surrey, GU4 8EP.

Accounts

JUSTICE COLLABORATIONS

ANNUAL REPORT & ACCOUNTS

YEAR ENDED 30TH JUNE 2021

Charity number: 1187441

Company number: 12328192

CONTENTS	PAGE
Details	1
Report of the Trustees	
Constitution, Object and Public Benefit	2
Strategic objectives and achievements to date	2
Plans for the future	4
Financial Review	4
Statement of Trustees' Responsibilities	5
Risk Management	6
Governance	7
Trustees and Key Management	9
Independent Auditor's Report to the Trustees	11
Statement of Financial Activities	15
Balance Sheet	16
Statement of Cash Flows	17
Notes to the Accounts	18

DETAILS

PRINCIPAL OFFICE

Suite 2, Ground Floor
River House
Broadford Park
Shalford
Guildford
Surrey GU4 8EP

CHARITY REGISTRATION NUMBER

1187441

COMPANY REGISTRATION NUMBER

12328192

PRINCIPAL PROFESSIONAL ADVISERS

AUDITOR

RSM UK Audit LLP
Davidson House
Forbury Square
Reading
RG1 3EU

BANKER

National Westminster Bank plc
3rd Floor
Cavell House
2A Charing Cross Road
London WC2H 0NN

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 30 JUNE 2021

Constitution

Justice Collaborations is a company limited by guarantee (incorporated in England and Wales on 22 November 2019) and also a charity registered in England and Wales (registered on 17 January 2020).

Justice Collaborations is a wholly owned subsidiary of The Legal Education Foundation (charity number: 271297).

Objects

The objects of the Charity are, for the public benefit:

- To promote the advancement of legal education, the study of law in all its branches and the sound administration of law;
- To relieve poverty and other charitable need and to promote social inclusion by working with people who are socially excluded or who face discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment, in particular but not exclusively by the provision of advice, counsel, assistance and representation to those who could not otherwise obtain such support; and
- To advance any other purposes recognised as charitable in England & Wales for the time being.

Public Benefit

The trustees confirm that they have referred to the Charity Commission's guidance on Public Benefit when considering the charity's aims and objectives and in planning future activities. Details of how the charity will meet its public benefit obligations can be seen in the following section of this report.

Strategic objectives and achievements to date

Justice Collaborations was formed in 2019 as a result of discussions between The Legal Education Foundation and a number of independent funders in the UK. The initial work of Justice Collaborations is the Justice Together Initiative which has a 10-year strategy.

Our vision is that people who use the immigration system can access justice fairly and equally, so that they can get on with their lives.

Our mission is to build a community of people and organisations with diverse backgrounds, strengths, and experience to transform access to justice in the UK immigration system. Through grant-making and collaboration, we will connect lived experience, front-line advice and influencing strategies to create lasting change.

We will build a community bringing together lived and learned experience of the immigration system, frontline evidence and influencing strategies to work towards the following goals:

1. A fair, timely and accessible immigration system.
2. A more sustainably resourced immigration advice and legal system.
3. A more accessible, sustainable, collaborative and coordinated sector to strengthen and increase access to immigration advice and legal provision.

By the end of June 2021, grant awards of over £9 million had been committed to the initiative by 12 organisations and others are considering joining either by directly funding the initiative or by providing aligned funding.

Contributing funders now include: Paul Hamlyn Foundation, AB Charitable Trust, Baring Foundation, Barrow Cadbury Trust, Comic Relief, Joseph Rowntree Charitable Trust, Oak Foundation, Unbound Philanthropy, Trust for London, Tudor Trust, Metropolitan Migration Foundation and The Legal Education Foundation. The Greater London Authority has supported research, strategy and co-ordination through aligned funding.

Grant-making policy for the JTI programme

In order to achieve the planned goals set out above, Justice Together will make grants to organisations for charitable activity in particular:

1. **Advice and representation**
 - Free or low-cost immigration legal advice and representation at OISC level 2 or above.
 - Coordination between advice providers including referral pathways within a geographical area or issue.
2. **Influencing work** at either local or national level to improve access to justice for people in the UK immigration system.

We particularly welcome applications from organisations that are led and/or informed by people with lived and learned experience of the UK immigration system.

The initiative is guided by its values and works to be open and transparent with applicants and grant partners, striving to make the grants process as straightforward as possible. For example, following the first round, we reviewed and improved the process following feedback from applicants (via anonymous survey), funders, the Grants Committee and staff.

Justice Together funding is being distributed through open grant rounds, phased across regions and devolved nations. Funding is initially for three years and will include costs of management support, staff care and embedding anti-racism strategies. Partners who secure funding will be invited to join and shape the community of impact, connecting regularly to share intelligence, tackle shared issues and build stronger action for change. We aim to fund in a way that seeks to bolster the health, dynamism, sustainability and influencing capacity of the sector over the next decade.

Details of the awards made by 30 June 2021 are shown in note 10 to the financial statements.

COVID-19

The charity had only recently been established at the start of the first COVID-19 lockdown. Staff have worked remotely in the period to 30 June 2021. Meetings with funders, recruitment of staff and Trustee meetings were successfully undertaken through the use of video conferencing and cloud-based systems.

To date the organisation's funders have been large charitable organisations holding significant reserves and the trustees are not aware of any reason to believe that the funders will not be able to fulfil their commitments to the charity. Additionally, the charity could meet the grant commitments made to 30 June 2021, in full, from cash balances held at that date. Should grant income reduce in the future the charity could reduce or pause grant-making until additional funds are raised.

We know that the COVID pandemic changes the context for our work. We are working with partners on an ongoing basis to understand the impact on access to justice, and on the charitable sector.

Justice Collaborations' parent charity, The Legal Education Foundation, worked together with other independent funders, AB Charitable Trust, Access to Justice Foundation, Indigo Trust and Therium Access to develop a response to the financial impact of the pandemic and lockdown on specialist advice charities under the banner of the Community Justice Fund (CJF). The independent foundations worked closely with a steering group made up of umbrella bodies and frontline organisations. We ensured that links were maintained between CJF and JTI and, of the £11.6million awarded by CJF, 57 of the funded organisations offer immigration advice, receiving grant support of £3.6million.

Plans for the future

The second open grants round of JTI will take place focusing on advice grants in Northern Ireland, London and the South East, and Yorkshire and Humber, as well as further influencing grants across the UK. These grants are due to be awarded in December 2021. A further open grants round in Spring 2022 is expected to take place.

In addition, we are planning a series of development grants and convening work in geographical areas where research and consultation has identified a need to build the network and infrastructure for advice.

Financial Review

Results for the year

The Financial Statements for the year are set out on pages 15 to 25. These show the award of restricted grants of which £2,675k have been defined as meeting the criteria for recognition in this financial year. These represent multi-year grants, which are subject to annual reporting requirements, with the payments due to be received over the next 1-4 years.

The total level of Reserves as at 30 June 2021 is £5,462k (30 June 2020 £6,142k), all of which are restricted funds. It should be noted that the period over which the incoming grants are to be

expected to be received and expended ranges from 1 to 5 years. Costs incurred in the year totalled £3,355k (2020: £108k) all of which have been charged against the restricted funds received.

Grant and operational expenditure in future years is committed based on the funds expected to be available from the funders at that time.

Principal funding sources

The source of funds for Justice Collaborations is grants. Grants awarded to the charity in the current year are listed in note 2 to the financial statements.

Reserves Policy

Justice Collaborations maintains reserves which the Board of trustees deem appropriate for its effective operation. All of the charity's reserves are treated as restricted as they relate to the Justice Together Initiative, which is currently the only programme run by Justice Collaborations.

The charity has received commitments from funders which can be used to fund staffing costs, other running costs and a programme of grant awards over a number of years.

The trustees will ensure that the charity has sufficient reserves to cover the costs of maintaining the grants it has awarded. Additionally, the trustees will continue to review the level of grant awards to ensure that they meet the requirements of funders' grant agreements and the strategic objectives of the JTI.

At 30 June 2021, after having awarded the first round of grants under the JTI, the reserves stood at £5,462k. The next grant round is planned for the autumn of 2021.

Cash Flow and Cash Levels

In the year to 30th June 2021 a total of £2,988k (2020: £550k) was paid to the charity by funders. The cash balance at 30th June 2021 was £3,187k (2020: £509k) of which £3,027k was committed to cover the balance of grant awards made in the year.

Statement of Trustees' Responsibilities

The charity trustees (who are also the directors of Justice Collaborations for the purpose of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with the applicable law and United Kingdom accounting standard (United Kingdom general accepted accounting practise).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charity company and of the incoming resource and application of resources, including the income and expenditure of the charity for that period. In preparing the financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles and the charities SORP:

- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explain in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence taking responsible steps for the prevention attention of fraud and other irregularities.

The trustees 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.

The trustees confirm that:

- So far as they are aware there is no relevant audit information of which the Charity's auditor is unaware.
- They have taken all steps that they believe that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the Charity's auditor is aware of that information.

Risk Management

Overall

The trustees are responsible for identifying, managing and monitoring the risks facing the organisation and for mitigating these risks so as to arrive at an acceptable risk appetite.

A Risk Register is maintained that lists and ranks all identified risks via a traffic light system that shows gross and net risk for each identified item of risk. The register also identifies responsibilities for action. and the timing of the next review of each risk and is considered at each Trustee meeting.

The key areas covered in the Risk Register are: governance risks, operational risks, financial risks, grant funding risks and compliance risks. The greatest residual risks are considered to be loss of key staff and cyber-security.

Mitigating the loss of key staff is the sharing of knowledge across the team including TLEF staff who are closely involved in the Justice Together project team. Staff also all have a 3 month notice period which allows time for recruitment in the event of resignation.

Justice Collaborations has adopted the IT security policies of The Legal Education Foundation. The Foundation's policies are subject to periodic external reviews. There were no major areas of concern identified during the last review. The Foundation's audit committee receives reports on the implementation of any recommendations made and would raise any areas of concern with the Justice Collaborations Board.

Governance

Trustees and trustee recruitment

The ultimate control of Justice Collaborations is The Legal Education Foundation which is the sole Member.

The trustees normally meet four times during the year, with additional meetings taking place if necessary. The trustees devote each meeting to considering strategic issues in addition to receiving an update reports from senior management.

The first trustees of the charity were appointed in November 2019.

The Board is comprised of:

- three trustees of The Legal Education Foundation,
- the chief executive of The Legal Education Foundation, and
- two independent trustees.

The independent trustees were appointed following a formal recruitment and interview process.

The trustees take steps to ensure that they work as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions. They can access independent professional advice, such as legal or financial advice, at the charity's expense if needed.

In June 2020, the trustees agreed to create a grants committee which would be formed of three trustees together with three paid external members who would be recruited from amongst people with personal experience of the immigration system. The external members were appointed following a formal recruitment and interview process and all bring lived and learned experience of the UK immigration system. The committee is chaired by an independent Trustee.

The trustees and those who served as such at any time during the financial year, together with details of their Committee memberships as at the date of the approval of these financial statements, 1st October 2021, are shown on page 9.

Induction and training of Trustees

New trustees are provided with an induction programme during which they have the opportunity to meet with the key management and the Secretary, they are also made aware of:

- The responsibilities of trustees.
- The organisation's constitution.
- The committees and decision-making processes.
- The plan for meeting the charity's Object.

The current trustees were recruited at the time of the formation of the Charity based on the skills needed. However, as the charity further develops its strategy and grant giving programme, the skills of the Board will be reviewed and training provided where required.

Charity Governance Code

Justice Collaborations is committed to best practice in governance. The Trustees have adopted the main policies of its parent charity which includes a formal review of compliance with the Charity Governance code, by the Foundation's Audit Committee, on an annual basis. The results of the latest review have confirmed that the charity continues to comply with the Charity Governance Code.

The charity continually reviews ways to further improve its governance and focusses on the areas of the code this can best occur.

The Foundation's Governors have supported the senior management in the creation of a diversity, equity and inclusion working group. The activities of this group are reported to the Governors' Board meetings and to the charity's Board and will support the objective of continuing to improve governance practice in this area in line with the revised Diversity section of the Code.

The Justice Together initiative has been developed with a commitment to equity and human rights, inclusion and anti-racism at its core. It has a dedicated Anti-Racism Working Group and is working with an expert consultant.

Conflicts of Interest

Justice Collaborations has adopted its parent's (The Legal Education Foundation) Conflicts of Interest Policy which requires trustees, executives, external committee members and advisers to declare any interest which could give rise to conflict of interest. They are required to exempt themselves from all relevant decisions which may involve a transaction with a related party or in which they may have a conflict of interest although they can take part in general discussion on the area concerned at trustees' meetings.

A register of interests is maintained and relevant conflicts are declared at each Board and Committee meeting.

Fundraising

Justice Collaborations has not entered into contracts with central or local government to deliver services nor has it received grants from central or local government. It does not raise funds from the public and therefore has not subscribed to any fundraising standards or scheme for fundraising regulation.

The trustees are aware of the regulations, and have nothing further to disclose under the provisions of section 13 of the Charities (Protection and Social Investment) Act 2016.

Auditors

RSM UK Audit LLP had indicated its willingness to continue in office.

Remuneration

The remuneration of staff on recruitment was based on market rates for the roles. Annual salary reviews are recommended to the parent charity's Finance and General Purposes Committee.

TRUSTEES AND KEY MANAGEMENT

The trustees, who are also the Directors of the company, and those who served as such at any time during the financial year, together with details of their Committee memberships as at 1st October 2021 are as follows:

	Date appointed	Leaving date	JTI grants committee
Jennifer Ang	18/12/19		Chair
Guy Beringer	22/11/19		
Jacqueline Broadhead	18/12/19		Y
Timothy Dutton	22/11/19	31/05/21	
Alison Pickup	18/12/19		
Paddy Sloan - Chair	01/06/21		
Matthew Smerdon	18/12/19		Y

Three external paid advisors to the grants committee were appointed on 15th September 2020: Dylan Fotoohi, Dami Makinde and Ali Torabi.

Guy Beringer was Chair of the Board from incorporation until 23rd June 2021 when he stepped down and Paddy Sloan was appointed in his place.

Key Management Personnel

The trustees consider the Board of trustees, and the senior management team as comprising the key management personnel of the charity in charge of directing and controlling the charity and running and operating the charity on a day to day basis.

The senior management team comprises two senior staff from The Legal Education Foundation, Rachael Takens-Milne and Jake Lee, who bring strategic grant-making, policy and operations expertise, and the most senior staff member of Justice Together. The Head of the Justice Together Initiative, Hazel Williams, was appointed and took up her position on 1st August 2020, and the Deputy Head of the Justice Together Initiative, Laura Redman was appointed on 9th September 2020.

Hazel Williams had maternity leave in the year during which time Laura Redman was Acting Head.

During Hazel Williams' leave, Rachael Takens-Milne and Jake Lee took on additional responsibility in relation to fundraising and budget management.

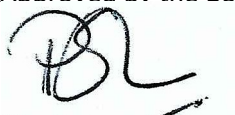
A recharge is made from The Legal Education Foundation to Justice Collaborations to cover the cost of their staff time spent on the operation of the charity.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Acknowledgements

The Trustees would like to acknowledge their thanks to the charity's funders, staff and the external members of the grants committee who have shown great commitment to the vision and values of the Justice Together Initiative, particularly in a year where the pandemic has had such an impact on us all.

Approved by the Board of Trustees on 1st October 2021 and signed on its behalf by:

A handwritten signature in black ink, appearing to be 'PSL', on a light blue rectangular background.

Paddy Sloan
Chair

INDEPENDENT AUDITOR’S REPORT TO THE TRUSTEES OF JUSTICE COLLABORATIONS

Opinion

We have audited the financial statements of Justice Collaborations (the ‘charitable company’) for the year ended 30 June 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the 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 30 June 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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 the charitable company’s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the 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' Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of 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 Directors' Report included within the Trustees' Report.

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

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' responsibilities set out on pages 5-6, 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

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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory framework that the charitable company operates in and how the charitable company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, Charities SORP (FRS 102), Companies Act 2006, Charities Act 2011 and the charitable company's governing document. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report and remaining alert to new or unusual transactions which may not be in accordance with the governing documents.

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://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. 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.

RSM UK Audit LLP

KERRY GALLAGHER (Senior Statutory Auditor)
For and on behalf of RSM UK AUDIT LLP, Statutory Auditor
Chartered Accountants
Davidson House
Forbury Square
Reading
Berkshire
RG1 3EU

Date 29 October 2021

Statement of Financial Activities

	Note	2021 Restrict ed £'000	2021 Total £'000	2020 Restricted £'000	2020 Total £'000
Incoming from:					
Donations and Legacies	2	2,675	2,675	6,250	6,250
Total Incoming Resources		2,675	2,675	6,250	6,250
Expenditure on:					
Charitable activities	5	3,355	3,355	108	108
Total	5	3,355	3,355	108	108
Net Income					
Reconciliation of funds		(680)	(680)	6,142	6,142
Total funds brought forward	9	6,142	6,142	-	-
Total funds carried forward	9	5,462	5,462	6,142	6,142

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

The figures for 2020 relate to the period from incorporation to 30 June 2020.

The notes on pages 18 to 25 form part of these financial statements.

Balance Sheet as at 30 June 2021

		30 June 2021	30 June 2020
	Note	£'000	£'000
Current assets			
Debtors	7	5,388	5,700
Cash at bank and in hand		3,187	509
		<u>8,575</u>	<u>6,209</u>
Creditors due within one year	8	1,174	67
Net current assets		<u>7,401</u>	<u>6,142</u>
Total assets less current liabilities		<u>7,401</u>	<u>6,142</u>
Creditors due after more than one year	8	1,939	-
Net assets		<u><u>5,462</u></u>	<u><u>6,142</u></u>
Funds			
Restricted Funds	9	5,462	6,142
Total Funds		<u><u>5,462</u></u>	<u><u>6,142</u></u>

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

Approved and authorised for issue by the Board of Trustees on 1st October 2021, and signed on its behalf by:



Paddy Sloan
Chair of Trustees



Guy Beringer
Trustee

The notes on pages 18 to 25 form part of these financial statements.

Statement of Cash Flows for the year ended 30 June 2021

	2021 £'000	2020 £'000
Cash flows from operating activities:		
Net Income	(680)	6,142
Adjustments for:		
Decrease/(increase) in debtors	312	(5,700)
Increase in Creditors	3,046	67
Cash generated from operations	2,678	509
Change in cash and cash equivalents in the reporting period	2,678	509
Cash and cash equivalents at the beginning of the reporting period	509	-
Cash and cash equivalents at the end of the reporting period	3,187	509

The notes on pages 18 to 25 form part of these financial statements.

NOTES TO THE ACCOUNTS

1. Accounting Policies

a Principal policies and assessment of going concern

The Financial Statements of the charity, registered in England and Wales, which is a public benefit entity under FRS 102, are prepared under the historical cost convention and in accordance with the Financial Reporting Standard Applicable in the United Kingdom and Republic of Ireland (FRS102), the 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 United Kingdom and Republic of Ireland (FRS102) (second edition effective January 2019) and the Charities Act 2011 and Companies Act 2006.

The financial statements cover year ended 30 June 2021. The legal status of Justice Collaborations is that of a company limited by guarantee and a registered charity.

Going concern

The trustees have reviewed the Charity's forecasts and projections covering a period that exceeds twelve months from the date of signing these financial statements and based on the levels of available cash, commitments made by funders and having taken into account economic conditions, the trustees are satisfied that the Charity has adequate resources to continue in operation for the foreseeable future. Accordingly, the going concern basis has been used in preparing these financial statements.

Judgements and key sources of estimation uncertainty

When preparing the financial statements management consider whether they have been required to make critical judgements, estimates and assumptions that affect the amounts reported. No such judgements or estimations of uncertainty have been required in the preparation of these financial statements.

Fund accounting

Restricted funds are subjected to restrictions on their expenditure declared by the donor. The charity currently runs one programme, the Justice Together Initiative, and all funds awarded to date relate to that programme, therefore all income and expenditure is reported as being restricted funds.

b Income

Donation and Legacy income comprises restricted funds received from external donors for specific programmes as disclosed in note 2. This income is recognised when the organisation is entitled to the income, receipt is probable and the amount can be reliably measured.

c Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Charitable Activities

Expenditure on charitable activities includes all costs incurred by the charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.

The costs under this heading are further split between Grants, Grant making and Research, Other direct costs and Governance in Note 5. Staff costs are allocated to these subheadings based on an estimate of time spent on each activity by the Charity's staff.

Grants are charged to the Statement of Financial Activities when the award is communicated to the recipient and thereby a constructive obligation arises.

Grant making and research costs include costs of research commissioned and/or carried out by the Charity and an allocation of staff time spent on grant awarding and monitoring.

Other direct costs include office expenses, IT and website development, and travel costs.

Governance costs include costs of audit fees and costs associated with the functions of the trustees and the cost of the external legal and other advisors to the trustees.

d Pension costs

The pension costs represent the contributions made to personal pension schemes for staff members. Payments to defined contribution retirement benefit schemes are charged and as an expense as they fall due.

e Fund accounting

The Charity currently has only one type of fund for which it is responsible and which requires separate disclosure:

Restricted funds

Donations or legacies received, or income arising from such, which are earmarked by the donor for specific purposes. Such purposes are within the overall aims of the Charity.

f Value Added Tax

Expenditure is stated gross of irrecoverable value added tax. Justice Collaborations is in a VAT group headed by The Legal Education Foundation. Reclaims of Value Added Tax are recognised when the basis of any reclaim has been agreed with H M Revenue & Customs and the amount of any such reclaim can be assessed with reasonable certainty.

g Taxation

The company is a registered charity and, as such, for taxation purposes, is entitled to exemption from United Kingdom taxation under the Income and Corporation Taxes Act 1988 and may recover income tax from its investment income.

h Related party transactions

Material transactions with related parties are disclosed in the notes to these financial statements. The Charity's policy is for trustees, executives and advisers to declare their interest and exempt themselves from all relevant discussions and decisions which may involve a transaction with a related party or in which there may have a conflict of interest. Details of related party transactions are included in note 3.

i Financial Instruments

The only financial instruments held by the Charity constitute payables and receivables. These are categorised as 'basic' in accordance with Section 11 of FRS 102 and are initially recognised at transaction price. These are subsequently measured at transaction price less any impairment.

2. Income

	2021	2020
	£'000	£'000
Voluntary income:		
Grants	2,675	6,250
	2,675	6,250

Incoming grants are all allocated to restricted funds and all relate to the Justice Together Initiative, the sole programme currently run by the charity.

AB Charitable Trust has awarded a multi-year grant covering a three-year period of which, due to restrictions in the contract, £125k has been recognised in each year.

Other grants awarded to the charity in the year were:

	£'000
Metropolitan Migration Foundation	100
The Legal Education Foundation	500
Trust for London	1,500
Tudor Trust	450
	2,550

3. Transactions with Trustees and Connected Persons

No trustees claimed expenses or received remuneration in the period to 30 June 2020 or year to 30 June 2021.

Expenditure in the period includes £122k (2020: £36k) of staff costs recharged by the parent charity The Legal Education Foundation. Of this total £36k was in relation to staff considered to be part of Justice Collaborations key management personnel. The Legal Education Foundation awarded, and paid, a grant of £500k to Justice Collaborations in the year to 30 June 2021.

4. Net Income

	2021 £'000	2020 £'000
Net Income for the year is stated after charging:		
Fees payable for services provided by the auditor and the auditor's related entities (including irrecoverable VAT):		
Auditor's remuneration:		
RSM UK Audit LLP	14	11
Other services:		
Preparation of tax return	1	-

5. Analysis of Total Expenditure

	Human Resources £'000	Other £'000	Total 2021 £'000	Total 2020 £'000
Charitable activities				
Grants	-	3,062	3,062	-
Grant making and Research	43	22	65	10
Other Direct costs	78	118	196	82
Governance	-	32	32	16
	121	3,234	3,355	108

6. Staff costs

	2021 £'000	2020 £'000
Wages and Salaries	108	-
Social Security costs	11	-
Pension costs – Defined	3	-

Contribution

122	-
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No employees earned in excess of £60,000 per annum, including their taxable benefits, in the year ended 30 June 2021 or the period ended 30 June 2020.

The average number of employees in 2021 was 3 (2020:0) and the average full-time equivalent number of employees was 3 (2020:0).

Remuneration of Key Personnel

Key Management Personnel are deemed to comprise the trustees, two senior staff from The Legal Education Foundation and the Head and Acting Head of Justice Together Initiative (JTI).

The aggregate remuneration in the current year, including pension benefits, for the Head and Acting Head of JTI was £87k.

Details of the total Foundation staff costs recharged to Justice Collaborations are included in Note 3.

7. Debtors

	2021	2020
	£'000	£'000
Prepayments and accrued income	5,388	5,700
	5,388	5,700

8. Creditors**Creditors due within one year**

	2021	2020
	£'000	£'000
Amounts owed to parent company	39	39
Grants payable	1,088	-
Other creditors	15	-
Tax and Social security	3	-
Accruals	29	28
	1,174	67

Creditors due in more than one year

	2021	2020
	£'000	£'000
Grants payable	1,939	-
	1,939	-

9. Funds

All incoming grants are treated as restricted as they relate to the Justice Together Initiative programme. The periods over which the above grants are receivable range from 2 to 5 years and are restricted to the Justice Together initiative which is currently Justice Collaborations' only programme.

2021	£'000
	Restricted funds
At 1 July 2020	6,142
Total income	2,675
Total Expenditure	(3,355)
As at 30 June 2021	5,462

2020	£'000
	Restricted funds
As at 22 November 2019	-
Total income	6,250
Total Expenditure	(108)
As at 30 June 2020	6,142

10. Grant awards

	Region	£000s
Advice and Representation		
North East Law Centre	North East	600
Greater Manchester Immigration Aid Unit	North West	486
Scottish Refugee Centre	Scotland	200
JustRight Scotland	Scotland	200
Settled	Scotland	264
		1,750
Influencing		
Migrant Centre Northern Ireland	Northern Ireland	120
Reunite Families UK	National	90
Rights of Women	National	195
Citizens UK	National	165
Rainbow Migration	National	200
Hibiscus Initiatives	National	150
Institute for Public Policy Research	National	242

Women for Refugee Women	National	150
		1,312
TOTAL		3,062

11. Related Party transactions

Transactions with the parent Charity, The Legal Education Foundation, are disclosed in note 3.

Grantee	Trustee	Relationship to grantee	Grant awarded in the year £'000s	Balance at 30.6.21 £'000s
Justright Scotland	J Ang	Director	200	200
Settled	J Ang	Trustee	264	264
			464	464

R Takens-Milne, a member of the senior management of Justice Collaborations and employee of The Legal Education Foundation is also a Trustee of Women for Refugee Women. A grant of £150k was awarded to that organisation in the year ended 30 June 2021. The balance to be paid at 30 June 2021 was £150k.

None of the above trustees or management took part in any discussions or decisions regarding a grant to a party to whom they are Related.

J Lee, a member of the senior management of Justice Collaborations and employee of The Legal Education Foundation is also an employee of Unbound Philanthropy. Unbound Philanthropy awarded a grant of £300k to Justice Collaborations, and paid it in full, in the period ended 30 June 2020.

The information provided in this note relates to transactions in the financial year. The conflicts of interest policy, which is followed for all transactions and grant award decisions, is detailed on page 8.

12. Parent Organisation and Ultimate Controlling Party

The trustees regard The Legal Education Foundation (TLEF), a registered charity incorporated in England and Wales by Royal Charter (charity registration number: 271297), as the Company's parent organisation and ultimate controlling party. According to the register kept by the Company, TLEF, as the sole member has a 100% interest in Justice Collaborations Limited as at 30 June 2021. TLEF is the largest and smallest body to consolidate the financial statements of the Company.

Principal purposes and activities of TLEF

The Object of TLEF, as set out in its Royal Charter, is: *‘To promote the advancement of legal education and the study of law in all its branches, and the sound development and administration of law’.*

It has a vision of a society that fosters the principles of justice and fairness, where people understand and use law to bring about positive change and to prevent harm and where public systems and structures uphold the rule of law.

Its main activity is that of grant-making and its current strategy is based around the following three key programmes:

Stronger Sector: Training and support for a thriving social justice legal sector

Fairer Systems: Transparency, accountability and the protection of rights

Smarter Justice: An enduring commitment to learning and evidence in the justice system.

A copy of the parent organisation’s consolidated financial statements can be obtained by writing to Suite 2, Ground Floor, River House, Broadford Park, Shalford, Guildford, Surrey, GU4 8EP.