

JUSTICE COLLABORATIONS

ANNUAL REPORT & ACCOUNTS

YEAR ENDED 30 JUNE 2025

Charity number: 1187441
Company number: 12328192

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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

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