

THE HOWARD LEAGUE FOR PENAL REFORM (INCORPORATING THE HOWARD CENTRE FOR PENOLOGY)

England & Wales · Charity number 251926

Details

Other names	THE HOWARD LEAGUE
Status	Registered
Legal form	Charitable company
Company number	00898514
Registered	1967-05-18
Register	View on the Charity Commission register

Contact

Address	First Floor 75-77 St. John Street London EC1M 4NN
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Activities

Objects: THE ADVANCEMENT OF EDUCATION FOR THE PUBLIC BENEFIT IN THE SCIENCES OF PENOLOGY AND CRIMINOLOGY, IN PARTICULAR BUT NOT EXCLUSIVELY BY: (A) PROMOTING BETTER PUBLIC UNDERSTANDING OF THE CRIMINAL JUSTICE SYSTEM AND ITS IMPACT ON INDIVIDUALS AND SOCIETY; (B) EDUCATING THE PUBLIC ABOUT RESPONSES TO CRIME, INCLUDING OUTSIDE THE CRIMINAL JUSTICE SYSTEM; AND (C) PROMOTING RESEARCH IN THE SCIENCES OF PENOLOGY AND CRIMINOLOGY AND PUBLISHING THE USEFUL RESULTS OF SUCH RESEARCH; AND THE RELIEF OF THOSE PEOPLE IN NEED BY REASON OF BEING CAUGHT UP IN THE CRIMINAL JUSTICE SYSTEM, IN PARTICULAR BUT NOT EXCLUSIVELY BY: (A) PROVIDING FREE LEGAL ADVICE AND ASSISTANCE TO PEOPLE CAUGHT UP IN THE CRIMINAL JUSTICE SYSTEM (THROUGH POLICING, PROSECUTION, SENTENCING AND/OR SANCTIONING), AND ADVOCATING FOR THEIR JUST AND EQUITABLE TREATMENT; AND (B) PROMOTING THE INTEGRATION INTO SOCIETY OF THOSE SUBJECT TO COURT-IMPOSED SANCTIONS (INCLUDING PROBATION, PRISONS AND POST-RELEASE SUPERVISION), BY TRAINING AND EDUCATION.

Activities: The Howard League for Penal Reform works for a safer society where fewer people are victims of crime. The Howard League for Penal Reform believes that offenders must make amends for what they have done and change their lives. The Howard League for Penal Reform believes that community sentences make a person take responsibility and live a law abiding life in the community.

Classification

- **How:** Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training
- **Who:** Children/young People, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-06-30	£1,138,918	£1,571,153	£2,058,502	20
2024-06-30	£928,952	£1,707,082	£2,490,737	22
2023-05-31	£1,371,156	£1,781,348	£2,672,775	24
2022-05-31	£854,720	£1,641,616	£2,704,275	22
2021-05-31	£917,377	£1,368,708	£3,489,040	20

Trustees

Name	Role	Appointed
Anne Owers	Chair	2026-04-14
Andrew Morris		2024-04-23
Charles Bland		2023-12-12
Christina Line		2024-04-23
JOHN TRESS		2022-11-29
Nader Alaghband		2024-04-23
Thalia Maragh		2024-04-23
Tomas William Thurogood-Hyde		2023-12-12

Accounts

The Howard League for Penal Reform

(Incorporating the Howard Centre for Penology)

Report and financial statements

For the period ended 30 June 2025

(Incorporating the Howard Centre for Penology)

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For the Year ended 30 June 2025

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Reference and administrative information

Company Number: 898514 registered in the United Kingdom
Charity Number: 251926 registered in England and Wales

Registered office and operational address: 75-77 St John Street, London, EC1M 4NN

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

Nader Alaghband

Charles Bland

Professor Ben Bradford (until November 2025)

Dr Zubaida Haque (until November 2024)

Christina Line

Thalia Maragh

Alexandra Marks CBE (until June 2025)

Professor Fergus McNeill, Chair (until 30 October 2025)

Andrew Morris

John Tress, Honorary Treasurer

Tomas Thurogood-Hyde (Interim Chair from 1 November 2025)

Honorary President

Lord Macdonald KC

Key management personnel

Andrea Coomber KC (Hon.)

Gemma Abbott

Euginia Lolomari

Andrew Neilson

Chief Executive

Legal Director

Director of Finance and Operations

Director of Campaigns

Reference and administrative information

For the Year ended 30 June 2025

Staff

Lee Brown	Operations Coordinator
Louis Chapman	Legal Administrative Officer (from September 2025)
Dr Helen Churcher	Research and Project Officer
Amy Dolley	Policy and Public Affairs Officer (until March 2025)
Oscar Frandsen	Solicitor (until September 2025)
Steve Gallant	Development Support Officer (until October 2025)
Dr Tim Kerr	Membership Officer
Noor Khan	Press and Public Affairs Officer
Katie Logue	Communications Coordinator
Clara Kraebber	Communications Coordinator (from May 2025)
Sophie Lumsden	Development Manager
Sinead MacCann	Managing Solicitor
Adriana Matrigiani	Solicitor (until October 2024)
Rob Preece	Communications Manager
Claire Salama	Managing Solicitor (until October 2025)
Anna Spencer	Solicitor
Ayomide Sotubo	Policy Officer
Ryan Walker	Development Support Officer
Maya Ward-Lowery	Legal and Projects Support Officer (until June 2025)
Anna Spencer	Solicitor
Ayomide Sotubo	Policy Officer
Ryan Walker	Development Support Officer
Maya Ward-Lowery	Legal and Projects Support Officer (until June 2025)

Finance, Audit and Risk Committee members

Ben Elger
Christina Line
Lucy Robinson
Delbert Sandiford
Tomas Thurogood-Hyde
John Tress (Honorary Treasurer)

Howard Journal of Crime and Justice

Professor Ian Loader, University of Oxford	Editor-in-Chief
Professor Rachel Condry, University of Oxford	Editor
Dr David Green, John Jay College, New York, USA	Editor
Professor Elena Larrauri, Universitat Pompeu Fabra, Barcelona, Spain	Editor
Professor Simon Mackenzie, Victoria University of Wellington, New Zealand	Editor
Fernando Avila, Brock University, Canada	Book Review Editor
Roxanna Dehaghani, Cardiff University, Cardiff	Book Review Editor
Brenda McWilliams	Publishing Editor (to July 2025)

Reference and administrative information

For the Year ended 30 June 2025

Bankers

NatWest

Bank Plc

PO Box

1357

169 Victoria Street

LONDON

SW1E 5BT

Auditor

Sayer Vincent LLP

Chartered Accountants and Statutory

Auditor 110 Golden Lane

London EC1Y 0TG

Trustees' annual report

The trustees present their report and the audited financial statements for the 12-month period ended 30 June 2025. The substantive narrative of this report covers the period 1 October 2024 to 30 September 2025.

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

An introduction from our Chair of the Howard League Board, Fergus McNeill

It has been an enormous privilege to be Chair of the Howard League for Penal Reform during another pivotal year for criminal justice. This is my seventh annual report since taking up the role, and this time it really will be the last one. My successor will be appointed in the new year, and I am grateful to Tomas Thurogood-Hyde for being Chair in the interim. As I prepare to move on, I look forward with confidence to seeing the charity continue in its mission to build a more humane and effective response to crime; and I look forward to playing my part once again as a proud member of the Howard League.

The last seven years have been extraordinary for criminal justice in England and Wales, with severe backlogs in the courts, intolerable pressure on a probation services still trying to recover from the vandalism of early governments, and our overcrowded prisons lurching from crisis to crisis, all under the watch of no fewer than seven Secretaries of State for Justice (one of whom did the job twice).

People living and working in prisons have been required to adapt to a flurry of increasingly desperate policy decisions to avert crisis – before, during and after a terrible pandemic that forced all of us to view the world in a different way. While we all learned something about the loss of liberty, most of us did so in conditions and circumstances so much more tolerable than those faced by our fellow citizen in prisons before, during and after the Covid-19 lockdowns.

More positively, I am very proud of how The Howard League itself has changed in the last 7 years, thoroughly renewing itself to be ready to meet the challenges of the authoritarian, populist and punitive times in which we find ourselves. This is not only an organisation with new leadership, new working practices and a new home (closer to the corridors of power); it is one that has become much clearer and more focused in its strategy and approach. And the achievements of the last 12 months show that these changes are making a positive impact already.

Our five-year strategy identifies sentencing reform as a major priority, and there has been progress this year in the form of an independent review, to which we submitted evidence. Now our attention turns to the Sentencing Bill going through Parliament – potentially the most important draft legislation that we have seen in this field for decades.

Our strategic focus on ending the detention of people on sentences of imprisonment for public protection (IPP) led us to convene a working group, headed by a former Lord Chief Justice, to draw up recommendations for ending the scandal for good. These proposals were launched in the House of Lords and are now with the government.

Other priorities are to address the overuse of remand and the injustice wrought by joint enterprise cases – problems we have highlighted through our legal, research and participation work in prisons. Once again, our legal advice line has been a lifeline for children and young people in custody; the egregious decision to arm staff in English young offender institutions with PAVA spray underlines why this service is so important.

Sadly, this was also a year in which we lost production editor Brenda McWilliams, who worked with such skill and devotion on the Howard Journal of Crime and Justice for almost half a century. Editors, authors and reviewers benefited greatly from her tireless, patient and careful oversight of all aspects of the journal, and she is already sorely missed. My thanks also to Ian Loader who is stepping down as Editor-in-Chief of the Journal, where he has expanded its vision and authority significantly. I conclude simply by offering my heartfelt thanks to the excellent and committed staff of the Howard League, to my fellow Board members past and present, and to our members, who make the work possible.

Professor Fergus
McNeill Chair

Objectives and activities

The Howard League for Penal Reform is the oldest penal reform charity in the world. We were established in 1866 as the Howard Association, named after John Howard, the first English prison reformer. In 1921, we merged with the Penal Reform League, forming the Howard League for Penal Reform.

In July 2023, our Board agreed a new strategy and theory of change that will take us to

2028. Over the coming five-year period, we will focus on:

- Public-facing campaigning to challenge the reliance on prison as the answer to crime, both in general and for particular crimes/cohorts of people in prison.
- Working with politicians across parties to build their understanding of the evidence base and of the economic, human and social costs of prison. We will encourage political courage across parties to pursue policy that works.
- Blending strategic litigation with policy work and communications to highlight the problems with the overuse of prison and to challenge injustices and human rights violations in prison.
- Working with judges, parole board members, and the justice professions to bring a better understanding of the impact of sentencing, release and recall decisions and the realities of prison.
- Improving the quality of public information and dialogue around punishment, including by building a community of people who are interested in and engaged with prisons, people in prison, prison leavers and their families. We will mobilise this community to advocate for better policy.

Across all our work we will address racial disparity and include consideration of experiences of women, children and young people and other vulnerable people in the system.

Our thematic priorities include:

- Campaigning on the failure of prison as the answer to crime generally, as well as for offence-types and cohorts of people in prison.
- A resolution to the ongoing incarceration and recall of people serving the abolished IPP sentence.
- The injustices wrought by the treatment of secondary parties in joint enterprise murder cases, particularly on women and people from racialised minorities.
- The overuse of remand and experiences of people on remand.
- The challenges around sentencing, including incarceration for non-violent, lower-level offending, and combating sentence inflation across offence-types, but particularly for serious offences.

Our theory of change – which we keep under review – is based on the understanding that reducing the overuse of prison and improving the lives of people in prison will require a multifaceted approach. This includes public campaigning, policy, advocacy and strategic litigation. Through these activities, we aim to influence public attitudes, enhance political understanding, build accountability and ultimately reform the criminal justice system to deliver a fairer and more effective and less harmful criminal justice system.

Values

The Howard League's Cultural Compass underpins our approach to our work, to each other and to those we work with. Our key values are excellence, learning, accountability, integrity, collaboration, and courage. We regularly reflect on these behaviours and mindsets, ensuring that our values are alive in our daily work.

We are an anti-racist and an anti-discriminatory organisation. We invest in building an inclusive organisation with diverse members, staff and leadership. We ensure that our staff are equipped to challenge racism and discrimination in all its forms, wherever they see or experience it.

Achievements and performance

The charity's main activities across 2024-2025 are described below, according to the key priorities in our strategy.

This has been a particularly busy year for the Howard League, with our work on a number of key thematic issues coming to the fore of public and political discourse. Our efforts in recent years to build meaningful cross-team work have allowed us to make the most of these opportunities.

Campaigning – Lifting the lid

At the centre of the Howard League's mission is putting the case for fewer people in prison. To this end, we are consistent in our messaging, to our members and supporters, to journalists and to the public, that sending more people to prison for longer carries significant human and financial costs, and that public money would better be spent investing in housing, education and health services that are proven to cut crime.

Over the past year, the extent of the prison capacity crisis – long foretold by the Howard League – has driven more media and press attention to the realities of sentence inflation and an estate that cannot keep up with demand for prison places. In this context and armed with ever more critical reports by the Chief Inspector of Prisons, our scope to speak to the public about prisons has increased.

We have enjoyed significant reach with the media and press and have spent a substantial amount of time building the capacity of journalists and commentators interested in our issues. This has seen an expansion in both 'reactive' stories about prison, but also longer form journalism, including:

- In October 2024, we appeared on the Today programme on BBC Radio 4 and gave television interviews to BBC Breakfast, ITV News and Channel 4 in response to the government's early release scheme and the announcement of an independent sentencing review to be led by David Gauke.
- In December 2024, our analysis of the prison capacity crisis was reported by Sky News, the Times, the Guardian, the Daily Mail and the Independent, prompted by a report from the National Audit Office.
- In February 2025, we were interviewed by BBC News and provided an op-ed article for the Independent in response to an interim report from the independent sentencing review.
- In March 2025, after a political row erupted over updated guidelines from the Sentencing Council, we took part in a live phone-in debate with the Shadow Justice Secretary, Robert Jenrick, on BBC Radio 5 Live. We followed this with an op-ed article for the Independent about the proposed guidelines.
- In April 2025, we criticised the government's decision to authorise the use of PAVA spray in prisons holding children, with our response being reported by ITV News, LBC, the Times, the Guardian, the Mirror and the Independent.
- In May 2025, we appeared on the Today programme on BBC Radio 4 and BBC Radio Wales to provide our analysis of the final report from the independent

sentencing review. We followed this with an op-ed article for the Independent and statements published by BBC News, Sky News, Fox News, the Guardian and the Standard.

- From June 2025, we worked closely with the Independent for several weeks to promote the recommendations of a working group that we convened, aimed at ending the detention of people on IPP sentences. This involved a front-page story on the working group's report, with an accompanying leader column, and several mentions in other articles about the scandal.

Addressing the IPP crisis

The ongoing injustice of those people sentenced under the now abolished IPP (and DPP) sentence is a priority for the Howard League. There are two key aspects. First, the fact that over 1,000 IPPs in custody are over tariff – nearly 700 are more than 10 years over tariff – and remain unreleased by the Parole Board. The Parole Board processes are slow and people serving the IPP sentence, and indeed those professionals who support their release, often feel that the high threshold for release established in law is impossible for many IPP prisoners to meet in the absence of opportunities in custody and given their psychological profile – to which the endlessness of the sentence undoubtedly contributes.

The second is that many of those who are released are being recalled to prison, often multiple times, for administrative breaches of licence. This group then need to be re-released by the Parole Board, often waiting years for the opportunity to put their case. At the time of writing, it takes on average 30 months for a recalled IPP prisoner to secure a Parole Board hearing; they now represent the majority of people serving an IPP sentence in prison. Until late 2024, people serving an IPP sentence had to wait 10 years in the community before applying to have their licence terminated, thereby ending the possibility of, and for some the cycle of, recall to prison and release.

The injustice of the IPP sentence was recognised more than 12 years ago when it was abolished, and yet it continues to blight the lives of thousands of people and their families. We have hundreds of IPP prisoners within our membership who write every week about the devastation of the sentence and the hopelessness of the IPP Action Plan, which to date is the government's only 'solution' to progress to release.

In the last year, addressing IPP sentences has taken centre stage in our work, with our focus on providing a meaningful and politically deliverable solution to end the legacy of the IPP sentence.

Our work has been multi-faceted, but firmly based on the experiences of people serving the sentence. We have attended 'IPP Forums' in various prisons, speaking to people serving the IPP about the challenges they face. We have taken the editor-in-chief of a national newspaper in to prisons to meet men serving the IPP sentence, along with politicians and lawyers concerned about the sentence. Our membership of people serving the IPP sentence has grown, with increasing press attention around our work.

Our Chief Executive, Andrea Coomber, and Managing Solicitor, Claire Salama, sit on the HMPPS IPP Expert Challenge Group, which meets regularly with those who are responsible for the care of IPP prisoners, the Parole Board, psychological experts and civil society, to

consider progress for those serving the IPP sentence. We have consistently put the case for better data collection and data sharing about IPP prisoners and strengthened communication with those serving the sentence directly.

With others, we successfully lobbied the Secretary of State for Justice in the last Conservative government on the need to reduce the licence period. We welcomed the changes to IPP licences that came into effect with the Victims and Prisoners Act which included: a reduction of time at which IPPs could have their licence reviewed by the Parole Board from 10 years down to three years; the addition of automatic termination after a further two years on licence for those who do not have their licence terminated by the Parole Board; a change to the Parole Board test for presumption of termination and a power of the SSJ to grant executive release to IPPs, as well as a power to disapply a recall for the time to count towards automatic termination.

To support those eligible for termination and in recognition of the small numbers who are legally represented with their termination reviews, last summer we prepared a practical 'how-to' guide for licence termination in collaboration with the Prison Reform Trust, the Prisoners' Advice Service and Dr Laura Janes.

The guide was launched in the summer of 2024, explaining both the rules as they applied at the time and the forthcoming changes. The guide was later updated in September 2024 and then again in February 2025 to reflect the announcement of relevant commencement dates. It has received wide acclaim and has been shared widely, including by HMPPS and the Parole Board and has been uploaded onto the Content Hub on prisoner's in-cell laptops.

Given the complexity of the legislative changes brought in by the Victims and Prisoners Act, at the end of 2024 our lawyers trained 22 volunteers at law firm Peters and Peters LLP to host an advice line to support individuals with queries about the changes. The 'hotline' opened on 1 October and ran until mid-December 2024. Feedback was overwhelmingly positive, with one stakeholder referring to it as a 'lifeline' for IPPs. In June, the collaboration between the Howard League and Peters and Peters was recognised at the annual The Lawyers Awards, receiving a 'highly commended' award in the category of pro bono initiative of the year.

While changes to the IPP licence are significant, they do little to change the lot of those IPPs who remain in prison, never having been released by the Parole Board. This group, and those in the recall roundabout, is now our focus.

To this end, in late 2024 we formed an expert group, led by former Lord Chief Justice Lord Thomas of Cwmgiedd, to explore a lasting solution to the IPP crisis. We did this in recognition of the rejection by this government, as the last, of the Justice Committee's recommendation of resentencing of those serving the IPP sentence. The group included leading psychiatrists, psychologists, lawyers, a former Vice Chair of the Parole Board, a probation officer and an advisor with personal experience of serving an IPP sentence. We tasked the expert group with coming up with a resolution which would end the injustice while meeting the government's legitimate concerns about public safety.

The expert group reported in June 2025, with six recommendations. Chief among them was a change to the Parole Board test in IPP cases, where the Parole Board would be asked to

set a date as to when a person will be released (within a two-year window for IPP sentenced prisoners, or one year for those on a DPP sentence), and to set out what is required to achieve that safely. The group also made recommendations related to the recall test and decision-making process; appeals; the availability of support packages on release and allowing IPP sentences to become spent under the Rehabilitation of Offenders Act 2024. We intended this report as a helpful contribution to the government, providing them with a route to address the injustices of the IPP sentence while ensuring public protection.

We continue to work with Lord Thomas and others in the House of Lords and organisations committed to correcting the IPP injustice to push for meaningful reform. At the same time, we continue to explore the possibility of a legal challenge on the injustice wrought by the IPP sentence.

Joint enterprise secondary parties

'Joint enterprise' is a long-standing and complicated legal doctrine, whereby a number of individuals can be convicted, and sentenced, as if they were the primary perpetrator of a crime. We are particularly concerned about the operation of this doctrine in the context of secondary parties to joint enterprise murder, who are often sentenced to incredibly long sentences, despite having low levels of contribution to the index offence. While there are very significant gaps in data, recent data from the CPS shows that young Black men are disproportionately caught up in joint enterprise prosecutions. Any visit to the lifer estate bears out this racial disparity. Secondary parties often struggle to understand how they have been convicted 'when I didn't kill anyone', and this sometimes affects their progression through the prison system, up to release by the Parole Board. Despite the landmark *Jogee* judgment of the Supreme Court in 2016 which found that a certain type of joint enterprise convictions represented 'a wrong turn', the 'substantial injustice' test adopted by the Court of Appeal as a threshold for successful appeal has meant that only one person has been released in line with the *Jogee* judgment. Prison leaders and prison staff and probation officers often tell us that they only learn if someone is a secondary party years into their sentence, and that better information on this profile of prisoner would be helpful in providing advice and support to them.

We are particularly concerned about the highly disproportionate number of men from racialised minorities who appear to be convicted as secondary parties in murder cases, and about the dearth of data about this group. We are also acutely concerned about the invisibility of women from the joint enterprise discourse, with worries about women caught up in offences committed by abusive intimate partners.

Over the past year, our ongoing work with leading joint enterprise campaigning group JENGBA and law firm Travers Smith LLP has seen the digitisation of JENGBA surveys of people in prison convicted under the doctrine of joint enterprise. These surveys represent the only available data on this group of people, with no distinction between primary and secondary parties being formally captured at the time of conviction or sentence. We are now in the process of analysing this data with a view to publishing a policy briefing that makes the case for the prison service doing its own audit of those convicted as secondary parties.

We continue to believe that telling the stories of joint enterprise secondary parties is critical to unearthing the realities of how this law operates and its impact on people in prison. To this end, we have built relationships with groups of joint enterprise prisoners at two prisons outside London, where we are in the process of working with the men to capture their stories, which speak to the injustice of secondary liability.

Over the last year, we have been working with a group of men at Coldingley prison who are serving life sentences for joint enterprise; to understand their experiences in prison and their concerns about the

law. We have been working with them to develop case studies to demonstrate how joint enterprise works and have brought in potential allies in our work from the music industry to build their understanding.

Building on our work together, we supported the men to submit written evidence to the Westminster Commission on Joint Enterprise, where they shared their concerns with the Commission about the unjust nature of the law and made suggestions for reform. In July, we prepared the men to deliver oral evidence to the Westminster Commission, which held an in-person evidence session. The men spoke with authority not only about the experience of what it's like to serve a life sentence for an offence that you did not commit, but spoke to the weaknesses in prosecution, trial and judicial practices in such cases. We are now working with them to submit evidence to the Law Commission's consultation on Murder, which includes a section on joint enterprise.

As part of our conversations with the men, we have discussed campaign ideas to raise awareness of joint enterprise, generate support and improve public understanding, including exploring how the music industry can be an effective tool for campaigning and driving change. These conversations have also highlighted systemic issues that, if addressed, could improve the experiences of the men in prison, such as concerns about the Parole Board's understanding of joint enterprise.

Our work in Coldingley has proved very rewarding for the men, but also for our staff and supporters in understanding the challenges of this kind of work. In September 2025, we brought together a group of women convicted of joint enterprise murder and serving life at Send prison, to better understand the challenges that they face. In the coming year, we plan to deepen our relationships with people at both prisons and build a programme of coproduced work based on their insights. With dedicated funding, we hope to be able to expand this work to other lifer prison

Remand

The remand population has been at a 50-year high this year, with people on remand accounting for more than a fifth of the total male prison population, and a quarter of all women in prison. The growing population reflects an increase in both the number of people being remanded to custody and the length of time people are spending awaiting trial and sentence as a result of the growing backlog in the criminal courts. Many of those who are remanded do not go on to receive a custodial sentence.

Prisons are in crisis and remanded prisoners experience particularly impoverished regimes, often in overcrowded Victorian local jails, with no opportunity to progress while they await trial and/or sentence.

Our work over the year has focused on youth justice and on women on remand.

As part of the Howard League's work on racial disparities in youth justice, we have been exploring the use of remand to youth detention in England and Wales. We set out to gain a clearer picture of how these disparities manifest across the different regions in England and Wales. To do this, we submitted a Freedom of Information Act request to the Youth Custody Service asking for data on the number of children held on remand each month in each region, disaggregated by ethnicity, in the year ending March 2023. We then compared this data with the latest census data of children in each region and in each ethnic group.

The work uncovered concerning disparities in the use of remand for Black and Mixed heritage children in most regions in England and Wales when compared to the percentage they made up of children in each region. The data revealed that Black children are disproportionately remanded in all regions, other than in the north-east and south-west. The greatest rate of disproportionality was in the East Midlands, where Black children were remanded at eight times the expected rate. For Mixed heritage children, they were disproportionately remanded in all regions in England, with the greatest rate of disproportionality in the south-west, where they were also remanded at eight times the expected rate. We have published a blog post detailing this work with a breakdown of the disparities we found. We will continue to push government to explain and to address the causes of the disparate treatment.

With respect to women, we are part of a collective of women-led and justice organisations, funded currently by Firebird Collective, aiming to end the remand of women. The collective takes an intersectional and co-produced approach and is comprised of organisations with a range of experience in service delivery, complementing the Howard League's research and policy expertise. To date, we have worked to conduct evidence scoping and gathering for the collective. We supported the development and writing of a systematic literature review. We have also conducted data analysis on official statistics and made data requests aiming to address key remand data gaps and inform the collective's work.

This research scoping has confirmed our assumptions about women and remand and has allowed us to develop a programme of work going forward. We have also worked closely with project partners to develop the collective's strategies and next steps, recently devising a Theory of Change which has been agreed by partners. The coming months will see the launching of coproduction which will underline activities focused on campaigning and promoting narrative change, as well as statutory, court and legal accountability.

Sentencing

If there is one single driver for an overcrowded, ineffective prison population it is 25 years of poor law and practice around sentencing.

Last year's report outlined our work with five of the senior most retired judges in the country on the trend of ever-increasing sentences. *Sentence Inflation: A Judicial Critique* was published in September 2024 and explains the drivers of decades of increased prison sentences, and the financial and human costs of sentencing policy being dictated by political expedience. The judges put the case for the anticipated sentencing review to reverse years of sentence inflation, and to examine ways of accelerating the release of those people who are currently serving very long sentences.

The Sentence Inflation paper had an extraordinary impact, representing an unprecedented intervention of senior retired judges, attracting significant press and media interest, which continues to the time of writing. It continued to garner media and press attention into this reporting year and was referred to from a wide variety of stakeholders as part of the Independent Sentencing Review, chaired by former Lord Chancellor David Gauke (the Gauke Review; the Review), which was launched at the end of 2024. Hailed as a once-in-a-generation, the Gauke Review was tasked with recasting the approach to sentencing in England and Wales.

With support from the Bromley Trust, Treebeard Trust and Henry Smith Charitable Trust, we were able to dedicate time to the Gauke Review, with the Howard League taking a leading role in corralling civil society efforts. We commissioned nationally representative public polling and focus group work from Public First, which was shared with the Review and Ministers. We met with the chair of the Review, David Gauke and with its lead official.

Our own submission to the Gauke Review was referred to extensively in its February interim report, which very much echoed the conclusions of the judges' report, that penal populism had resulted in increased sentences. The Review's final report unfortunately lacked the ambition of the interim report, with a focus on ensuring that its recommendations were politically deliverable. Its recommendations have been further watered down in the Sentencing Bill, that is currently before Parliament. The early Autumn of 2025 has seen us brief on the Sentencing Bill, as well as communicate with our members and the public about the importance of sentencing reform. As is reflected below, the Gauke Review - its launch, interim report and final report – have provided rich of opportunities for media and press work to explain why sentencing policy matters.

Public affairs

The new Labour administration and a continuing capacity crisis in prisons laid fertile ground for the Howard League's public affairs work this year. We began the period by pressing the case for tackling sentence inflation and over the course of the year circulated public explainer pieces on prison overcrowding, on sentence inflation, and on the need for IPP reform.

The government's Independent Sentencing Review was our primary avenue for engagement over the winter and spring, with significant engagement on the Review as outlined above. The Howard League also convened a number of meetings for organisations in the sector to discuss the Review, and the subsequent Sentencing Bill now introduced before Parliament. Our briefing for parliamentarians on the Bill was referenced during the Second Reading debate in September. The Howard League also published a parliamentary briefing on the Mental Health Bill.

Our parliamentary work on IPP reform, based on the paper by the expert working group that

was published in June, is ongoing. We launched the paper with an event in the House of Lords and held a subsequent briefing meeting for peers to discuss our recommendations. The paper's recommendations were also debated in the Lords in September.

In addition to the Independent Sentencing Review, the Howard League submitted written evidence to the Independent Review of the Criminal Courts. We also submitted written evidence to the Justice Select Committee inquiry on rehabilitation and resettlement, to the Public Accounts Committee on prison estate capacity, to the Joint Committee on Human Rights call for evidence into Human Rights and the Regulation of AI, and to the House of Lords Justice and Home Affairs Committee on electronic monitoring. We also gave oral evidence to that Committee's inquiry on prison culture.

Outreach

While digital audience statistics indicate that use of social media is generally in decline, we have consolidated our position as a go-to point for criminal justice analysis on the main platforms.

At the end of September 2025, our social media accounts were followed by almost 50,000 users: 32,375 on X (formerly Twitter); 6,352 on LinkedIn; 5,764 on Facebook; 2,494 on Bluesky; 1,506 on Instagram; 532 on YouTube; and 312 on Threads. This represents a modest rise of 3.7% in our total social media following over the course of the reporting year. We have lost followers on X – in common with many other charities – but have seen considerable growth on LinkedIn and Instagram, while welcoming thousands of followers to our newly established Bluesky account.

The website attracted a total of more than 87,000 users – an annual increase of 9.2% – and there were almost 205,000 page views. Web traffic reached its peak in March 2025, when we drew media attention to the fact that the prison population had risen above the level it had been when the Labour government came to power. This was also the month that ministers announced that they would no longer place girls in young offender institutions – a victory for our campaign.

We held eight events:

- 26 November 2024, Howard League Lecture in memory of Lord Parmoor, with Lord Phillips of Worth Matravers, Lord Thomas of Cwmgiedd and Lord Burnett of Maldon, in person at Mishcon de Reya.
- 5 December 2024, annual members' meeting, online.
- 27 February 2025, The 2024-25 Sentencing Review: An opportunity to address the urgent need for sentencing reform, held jointly with Garden Court Chambers, online.
- 20 May 2025, Girls in custody: exploring the harms, in person at Doughty Street Chambers.
- 11 June 2025, Spotlights 11: Unpacking the sentencing review, online.
- 23 June 2025, launch event for the working group report, Ending the detention of people on IPP sentences, in person at the House of Lords.

- 2 July 2025, Spotlights 12: Ending the detention of people on IPP sentences, online.
- 29 September 2025, Spotlights 13: Probation under pressure, online.

Recordings of all Howard League Spotlights events are available for view on our website.

Litigating for change

Over the last year, our legal team has been developing a programme of strategic litigation cases alongside the day-to-day legal work that arises through our advice line for children and young people in prison.

PAVA spray

After some two years of deliberation, the Ministry of Justice finally announced in April 2025 that it would authorise PAVA spray to be used by officers in young offender institutions holding children in England. PAVA is a chemical irritant spray that can cause severe pain when sprayed in the eyes. It is classified as a prohibited weapon under the Firearms Act 1968.

It was originally expected that a decision would be made by the end of the summer 2023, but this was repeatedly delayed both before and after the change in government - we understand in part because of our ongoing threat of legal action if PAVA was authorised for use against children in prison.

In July 2025, we issued judicial review proceedings in the High Court, submitting that the decision to authorise PAVA was unlawful because the Secretary of State for Justice failed to understand and investigate sufficiently:

- the physical and psychological damage that PAVA spray will cause to children in custody;
- the likely discriminatory use of PAVA spray against Black and minority ethnic children, Muslim children and children with disabilities; and
- whether introducing PAVA spray would increase violence and cause more harm overall.

In September 2025, the High Court gave permission for the case to go ahead and on an expedited timetable. It is expected to be heard before the end of the year.

To support our work in bringing this challenge, we launched a CrowdJustice fundraising campaign and have raised more than £13,000 to date. We have also been campaigning alongside other organisations in the sector, including the Alliance for Youth Justice, Article 39 and Prison Reform Trust, on this issue.

Use of force

We have been scrutinising the use of PAVA spray specifically and the use of force more generally in the adult male estate. We know from data published by the MoJ that PAVA and other types of force are used disproportionately against young, Black and Muslim men and we have used targeted Freedom of Information Act requests to better understand the prisons where this is particularly acute. This learning has been enriched by callers to our advice line, and from testimony gathered and shared others, who have spoken first-hand about the misuse of force in adult prisons. We continue to explore legal action to tackle the MoJ's failure to address this disproportionate and discriminatory use of force, and are glad to collaborate with others in the sector, such as Maslaha, who are also shining a light on the misuse of force in prisons.

Overcrowding and conditions

Following our success in tackling the squalid and filthy conditions in the segregation unit at Bedford prison last year, we have continued our work to address chronic issues of overcrowding and consequential poor conditions across the prison estate. We are not yet able to share the fruits of this work publicly but anticipate legal action in this area over the coming months.

Segregation

We reported last year on the conclusion of the long-running case of *AB*, which the government settled at the eleventh hour with the admission that *AB*'s Article 3 rights had been breached with his 55-day solitary confinement when held as a child at Feltham YOI.

Unfortunately, the practice of separating children from their peers continues. In April 2025, we issued legal proceedings in the High Court, challenging a separation policy in force at Oakhill secure training centre, which allowed staff to lock children and young people alone in their rooms for longer than the law permits. In September 2025, we were given permission by the Court for the case to proceed and an urgent hearing was scheduled for November 2025. Subsequently, the government conceded the claim. The Secretary of State for Justice accepted that children held in a secure training centre cannot be left unaccompanied in their room for more than three hours, as required by the law governing secure training centres, and that staff at the secure training centre cannot override this. He has committed to ensuring that children will only be separated from their peers in accordance with the law, and that the policy for separating children at Oakhill will be updated and communicated to staff. We were supported to bring this case by Law For Change, who provided us with an indemnity of up to £10,000 in the event the case was unsuccessful in Court and we became liable to pay the government's legal costs.

We have heard from a number of young people through our advice line who are being held in conditions of solitary confinement as they feel at risk and unable to associate with other young people. They have been treated as 'self-isolating' and, as such, they have not been subject to a 'rule' for removal from association and the safeguards this entails. We have been exploring legal challenges to this practice for a number of individuals, as well as seeking to address the issue from a policy perspective with key contacts at the MoJ and HMPPS.

Girls

Last year we noted our concern about the continued placement of girls at Wetherby prison, which had persisted as an "interim" measure following the closure of Rainsbrook secure training centre in late 2021. We had launched a campaign in early 2024 in response to the terrible reports of the treatment of girls at Wetherby and were on the brink of litigation when the general election was announced. Our campaign – which was based on years of correspondence with the Youth Custody Service and various ministers on the failure to have an adequate plan for girls in the estate – secured more than 2,000 signatures. When the new government came to office, we wrote immediately to the minister to set out our concerns, calling for the cessation of the placement of girls at Wetherby prison and for an urgent and independent review into the placement of girls more broadly.

This call was heard and an independent review into the placement and care of girls in youth custody – which was carried out largely on the terms we requested and with our input – reported in March 2025. We are glad to say that the policy of placing girls in young offender institutions has at last been brought to an end. There is still much to do for the new government to deliver a meaningful and considered long-term strategy for girls in the criminal justice system and we do continue to advocate for change in this area.

In-person hearings and procedural fairness

Additional days of imprisonment form a punishment awarded through prison disciplinary procedures. We have long campaigned for their abolition but the government has elected to make the existing mechanism of additional days the cornerstone of its new 'earned progression' model, as detailed in the Sentencing Bill recently introduced before Parliament.

One particular area of concern relates to procedural fairness and, in particular, an apparently persistent refusal to hold independent adjudications in person, despite the relevant policy allowing for face-to-face hearings to take place at the district judge's discretion, when in the interests of justice to do so.

In July 2024, we issued a judicial review challenging the procedural fairness of five adjudication charges heard by the Independent Adjudicator at HMYOI Swinfen Hall, who refused to adjourn a hearing despite the absence of paperwork or an opportunity to take instructions and advise the client. He found the client guilty and awarded him 36 days (which was reduced on appeal to the Prison Casework Unit to 28 days). The Court considered the case on 31 October 2024 and quashed the findings of guilt and 28 days' punishment in our client's favour, awarding *inter partes* costs. However, we were not given permission to proceed with the second issue in challenge, relating to the apparent *de facto* abolition of 'in-

person' hearings before Independent Adjudicators in the prison estate in England and Wales. In April 2025, the Administrative Court refused permission at an oral renewal hearing on the basis that the claim was academic because our client, at an earlier stage of proceedings, had had his additional days quashed.

The concern regarding the absence of face-to-face hearings remains, however. We represented two clients at independent adjudications in early May 2025, a child and a 18-year old, asking for face-to-face hearings. Both were diagnosed with ADHD and reported significant communication difficulties, as well as mental health difficulties. Both applications were refused. Our research by means of FOIA request and through correspondence with the Chief Magistrate indicates that, in fact, no face-to-face hearings have been held since 2020, notwithstanding the lifting of Covid restrictions in 2022. This risks fairness and access to justice, particularly for vulnerable prisoners or those with communication needs. We will continue our work in this area to address this.

Other legal work

Access to Justice for children and young people

The Howard League runs the country's only dedicated advice line for children and young people in custody. In the period ending 30 September 2025, we provided advice and assistance to 242 young people aged 21 and under on 314 matters, including their treatment in custody, adjudications, transfers, and release planning. We also pursued 17 cases, funded by legal aid, to help children and young people with treatment issues in custody, adjudications, and recall and parole. We have also supported people in custody across the estate by making safeguarding referrals where needed.

As well as providing this valuable support to children and young people who contact us, our legal advice service also provides us with first-hand information about, and a greater understanding of, the issues affecting the custodial estate, both for children and adults. This informs and enriches our broader work, including strategic litigation, as described elsewhere in this report.

Over this period, we have received universally positive feedback from clients and from young people who used our access to justice service. All of those who provided feedback felt listened to and said they would recommend our service to others. One young person said that they would "fully recommend the Howard League as they... go ahead with what they say" and another thanked one of our lawyers by name, saying "she listened and helped me in ways she don't even know".

We continue to benefit from multi-year funding provided by BBC Children in Need in March 2024 to continue to provide our free legal advice service for children in custody, and to better understand the needs of children who are within the remit of our service but who do not call us, in order to increase our ability to support them. We have also received funding from the Allen & Overy Foundation towards the running of our advice line service, which also supports young adults aged 21 and under.

In addition, we received funding from TaP Futures to produce an animated video to promote our advice line service across the prison estate. We know from speaking to children and young people that they particularly appreciate information being provided in a video format. We worked with freelance design director and motion designer Mike Harrison on the video, which the YCS has agreed to upload to all laptops used by children in secure custody. We hope that this will increase awareness of our service and, therefore, help us to reach more children and young people who would benefit from our support. Although it is harder for us to reach young adults (most of whom do not have laptops in custody) with video content, we are nonetheless working to ensure that the video is disseminated as widely as possible in the adult estate too.

Life sentences for children

Last year, as part of a project funded by the Legal Education Foundation through the Justice First Fellowship, we produced a legal guide for young people who commit murder as children and are serving sentences of detention at His Majesty's Pleasure (an 'HMP sentence'). The guide explains how HMP sentences work, with a focus on the key dates in the sentence.

We received a lot of feedback about how useful the guide was and so made the decision this year to update and re-launch this guide online. The refreshed guide is available to children through their laptops and has also been shared with criminal justice and social care professionals. Staff also visited HMYOI Werrington to join sessions run by the chaplain for young people serving life sentences, where we were able to discuss the updated guide, explore common myths around parole processes and share lived experiences of the sentence. We received unanimously positive feedback from these sessions, with young people saying "it was an amazing experience" and "it was a good experience to know how certain processes work and what parole myths there are".

Education

We have continued our work to understand and advocate for children and young people in custody to access education. We often speak to young people in youth custody whose access to education is woefully inadequate, both quantitatively and qualitatively. As part of this work, we have reported on the hours of education and time out of cell that children in each of the YOIs in England and Wales have received, having gathered this data through monthly FOIA requests. The picture is bleak and shows a failing system across England that is consistently unable to deliver even a bare minimum level of access to education or regime. We continue to explore potential litigation to address this.

We have also collaborated with Independent Provider of Special Education Advice (IPSEA) to publish an updated version of our joint guide, *Education inside penal detention for children in England*. This is the only resource of its kind that explains the legal rights and entitlements of children with special educational needs (SEN) in custody. It was originally published in 2022 and has been updated to reflect changes in the youth justice landscape. It provides an overview of the current education provision available for children with SEN in custody, and outlines the stark disparities between the legal entitlements of children in detention and those of their peers in the community.

Module 8 of the Covid Inquiry

Earlier this year we provided evidence to Module 8 of the Covid inquiry, which relates to the impact of the pandemic on children and young people. Our evidence reported on our work across the relevant period and concluded with our view that few lessons have been learned from the pandemic. The Howard League's main recommendations around reducing the prison population — including by significantly reducing the use of remand and recall and reducing the imposition of short sentences — remain features of our campaigning in the post-pandemic context and would be highly relevant in the event of a future pandemic. For as long as prisons remain in their existing state of permanent crisis, those inside them will remain highly vulnerable to the shocks of another pandemic or civil emergency. Similarly, without addressing the strategic and systemic failures that blight the youth custodial system, children and young people caught up in it will remain exposed in the event of a future pandemic.

We received pro bono legal support from Kingsley Napley LLP, as funding for our contribution was not provided by the inquiry.

Strengthening the charity –Membership

Our members are at the heart of our campaigns and our ability to influence change. They provide vital funds that sustain our work, give us a stronger voice in public debate, and add weight to our calls for reform. Their support has made a tangible difference.

As well as giving us a stronger voice, members provide the unrestricted funds that allow us to act quickly on urgent issues and maintain long-term campaigns. They amplify our message by sharing our work, taking part in public campaigns, and ensuring that our demands reach policymakers. Our communications team has deepened these connections with monthly email updates, an expanded social media presence, and a broader programme of events that bring members and supporters together.

We have more than 500 prison members, whose voices have been central to our work over the last year, including our contribution to the government's sentencing review, ensuring that those most directly affected are included in shaping reform.

We have recruited new members through prison visits, our regular newspaper column, and the many letters we receive from prisons each week. Our partnership with National Prison Radio – funded by the Belpech Charitable Trust – has also opened up new ways to share our work and invite participation.

Members in prison receive regular updates on changes to policy and legislation, as well as news about our campaigns. We encourage them to act as advocates for reform within their prisons and share their perspectives with us. This ongoing dialogue helps us understand the realities of prison life and challenge public misconceptions.

Families are also at the heart of our work. More than 1,600 of our members have a loved one in prison, and their experiences continue to shape our campaigns and advocacy.

In the coming year, we want to go further. We will explore new ways of engaging members in shaping our policy positions, expand opportunities for families and people in prison to contribute directly to our campaigns, and continue strengthening our links with supporters in

the community. Membership will remain at the heart of our strategy: not just as a means of raising funds, but as the driver of a collective movement pressing for lasting change in how society understands and responds to crime and punishment.

Fundraising

This year, we have continued to strengthen our development function by building relationships with trusts and foundations, generating a pipeline of funders and supporting our development board.

Trusts and foundations play a critical role in supporting the work of the Howard League. Over the year, we have received a number of grants, including multi-year grants, from trusts and foundations, both as restricted and unrestricted income.

We received new unrestricted grants or donations from:

- Sigrid Rausing Trust (£150,000; multiyear for two years)
- AB Charitable Trust (£70,000; multiyear for five years)
- John Armitage Charitable Trust (£40,000; multiyear for three years)
- Tolkien Trust (£30,000)

We received restricted grants from:

- Allen & Overy Foundation (£10,000, legal work)
- 29th May Charitable Trust (£5,000; multiyear for three years, legal advice line)
- Henry Smith Charitable Trust (£50,000, sentencing work)
- Bromley Trust (£10,000, sentencing work)
- City Bridge Charitable Trust (£105,000; multiyear for four years)
- Treebeard Trust (£20,000, sentencing work)
- Firebird Foundation (£38,000 women on remand work) We received £78,900 in legacy gifts.

Approach to fundraising

The Howard League for Penal reform employs a Development Manager who leads on all our fundraising activities and line manages the Development Officer and Membership Officer. Our focus and successes in relation to fundraising has been from Trust and Foundations, and our wide range of members and donors. Any fundraising events are organised by our development team. The Howard League for Penal Reform does not use external professional fundraisers or involve commercial participators. There has been a significant amount of positive feedback about our events, including our fundraising activities, and we are pleased to report that there have been no complaints about fundraising activity this year.

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

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

Finances

For the period ended 30 June 2025, the Howard League recorded a net deficit, before other recognised gains and losses, of (£432,235).

Income

Total income received in 2024-2025 increased by 22.6% to £1,138,918 (2024: £928,952). Our income figures in the 2024 was for 13-month period due to the changin accounting year end. There was growth in Charitable activities income as a result of securing multi-year funding. Details of our income this period are:

- Donations and legacies £226,687
- Charitable activities £871,442
- Trading activities £13,720
- Bank interest receivable £27,069
- Others £0

Expenditure

Staff costs – Staff costs account for 79% of the total costs of the organisation. During the period, the total average headcount was 20 (2024: 22).

Costs of generating funds – The cost of generating funds makes up 6% of our overall expenditure, a decrease this period from £120,110 to £99,494. This includes fundraising salary costs and overhead costs based on staff time attributable to the fundraising function.

Principal risks and uncertainties – As part of the governance review, risk is monitored regularly by the Senior Management Team and the Board; with the Finance, Audit and Risk Committee also having review of risk on its agenda.

At present, the main risks identified on the register are litigation, data protection; safeguarding; income generation; public perception and the inability of the organisation to influence government policy. For each risk, the Board has set its risk appetite and factors in mitigation are in place. There is regular review against performance.

Reserves policy

Both the Board and the Howard League's supporters recognise that the organisation operates in a policy environment that requires a long-term commitment if it is to achieve its mission. The nature of our work relies on high quality and timely product from staff.

Therefore, it is the view of the Board that the Howard League needs a reserves level that will enable it to continue to attract the highest level of staff expertise and, in so doing, meet its long-term commitments to its supporters and beneficiaries.

A formal policy on reserves was agreed at the 23 January 2024 meeting of the Board of Trustees. The Board has set a reserves policy which requires:

- Reserves be maintained at a level which ensures that The Howard League for Penal Reform core activity could continue during a period of unforeseen difficulty.
- A proportion of reserves be maintained in a readily realisable form. The calculation of the required level of reserves is an integral part of the organisation's planning, budget and forecast cycle. It takes into account:
 - Risks associated with each stream of income and expenditure being different from that budgeted.
 - Planned activity level.
 - Organisation's commitments.
 - For 2024-2025, the Board agreed that the target level of reserves should be in the region of three-six months' operational expenditure. At the end of the financial period, unrestricted reserves were £541,310 which is equivalent to four months operational expenditure

Going concern statement

The Board have assessed the charity's financial position and its ability to continue operating for the foreseeable future. This assessment has considered the charity's current financial resources, expected income streams (robust fundraising pipeline) and expenditure commitments.

As of 30 June 2025, the charity reported total funds of £2,058,502, comprising £1,500,000 in designated investment funds, £541,310 in unrestricted free reserves, and £17,192 in restricted funds.

Despite reporting a net expenditure deficit of £432,235 for the year, the charity maintains a strong cash position with £468,857 held at bank. The sale of the charity's property in November 2024 for £2.4 million significantly strengthened liquidity.

The Board have reviewed forecasts and budgets for the next 12 months and have considered the impact of known risks and uncertainties. Based on this review, the Board have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future.

Accordingly, the financial statements have been prepared on a going concern basis.

Public benefit

For nearly 160 years, the Howard League has been advocating for prisons to be used as a punishment of last resort, and for the better treatment of people in prison. This is not just for

the benefit of people in prison but recognises that society is made safer when penal policy is evidence-based and humane.

Direct beneficiaries of our work include: people living in prisons (on remand, post-conviction and post-sentence) and their families, including the children and young people who call our advice line and who have received representation from our legal team; people working in and running prisons; people who come into contact with police officers and who face court; people facing sentences; academics and students specialised in penal policy; practising lawyers, magistrates and judges; those providing support and supervision in the community including probation and community care workers; members of both houses of parliament across parties and civil servants engaged in penal policy. Direct beneficiaries also include the public at large, including victims of crime, who benefit both from our direct communication about penal policy and the state of prisons, and from a criminal justice system that keeps them safe.

The benefits of our work are demonstrated through: successful outcomes for children and young people who call our advice line and are clients of our legal work; the press and media picking up stories based on our work; the adoption of our recommendations in government penal reform initiatives; the referencing of our contributions to government consultations; the adoption of our suggested amendments to legislation; the acceptance of our arguments in third-party interventions in court judgments; academics positively engaging with the issues on which we are working; and greater understanding among the public and decision-makers of penal policy.

The Board has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in reviewing the strategy at its annual away day. The Board has considered how planned activities will contribute to the aims and objectives that have been set for the organisation. While some activities are available only to members, most of our work is available to the public free of charge. The Howard League website provides accessible information on our work to the public at large, including an increasing number of 'explainers' about aspects of penal reform.

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

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

- provision of independent research and analysis to external bodies, including the senior judiciary, government and politicians across the political spectrum to assist in formulating law, policy and practice related to penal policy matters, which can have significant benefit for people in the UK;
- dissemination of research and information about penal policy directly to Howard League members, the press and media outlets, and others including: people in prison, people working in prison, judges, barristers, solicitors, chartered legal executives, students, advisers to governments and non-governmental organisations, who are then better able to advise public and private bodies about penal policy issues; and,
- offering lectures and other events on penal policy issues that are open to the public to attend, to inform them about important issues which may affect their daily lives.

Plans for the future, from Chief Executive, Andrea Coomber

This Trustees Annual Report covers a big year for the Howard League. It has seen consolidation of our strategy, involving significant advances in respect of several priority areas, and progress in the development of an impactful litigation docket.

Despite the adoption of a new Sentencing Act and government efforts to build new prison accommodation, we anticipate that the coming year will again see the prison system run out of places. The quality of the existing prison estate – after decades of under-investment and increasing overcrowding – will put more pressure on the government in respect of penal policy. We anticipate that much of the coming year will see us shining a light on what overcrowding means for safety and decency behind bars, and its adverse impact on reducing reoffending to keep the public safe. We will continue to scope legal cases as a means of holding the government to account for the state of the prison estate, and its treatment of those 87,000-plus lives within it.

We will build on our emerging work with the Ending the Remand of Women Collective, with a focus on consolidating the research base and leading on influencing. With dedicated funding, we hope to deepen and roll out co-produced work with those convicted of joint enterprise murder. We will focus on the profound racial disparity in these cases, as well as highlighting the particular challenges for women convicted under joint enterprise. Our data analysis work with JENGBA and Travers Smith will feature heavily in this work.

With other civil society actors, including members of the Howard League, we will continue to work towards the meaningful end to the IPP sentence, pursuing the release of people who are over tariff and who have been recalled to prison under the IPP licence. We will expand this work to pre-IPP two-strike prisoners, a small group whose injustice predates those on the IPP sentence.

In the past year, we have ramped up the impact of our litigation, and the coming year will see the continual building of a portfolio of cases that hold the government to account and shine a light on public law and human rights breaches in the context of prisons. We need more lawyers to meet the scope of challenges in the system.

As ever, all of our substantive work depends on securing funding for the charity. This means deepening our relationships with existing funders and donors, and building new supporters. Our 160th anniversary in 2026 will provide some opportunities to showcase our work and our impact over the years, and to put the case for more resource.

The last 18 months has seen a change in government, the acute crisis of prison capacity coming to ahead with early releases and urgent sentencing reform, and worsening conditions in prisons across the country. Our work could not be more important. As this report shows, our high-profile interventions hold real weight with government, and our willingness to litigate to hold government's feet to the fire only increases the need for a strong Howard League.

As ever, I am hugely grateful to the fantastic staff at the Howard League and to our board, who have all worked above and beyond over the past year. I am also thankful for our amazing members, funders and supporters. Our membership base is growing – in prison, but also beyond it. Our members really do provide authority for our voice and insights for our and we are committed to building them into a volunteer army for change.

Andrea Coomber KC (Hon.)

Structure, governance and management

Staffing

In the past year, we have said goodbye to policy officer Amy Dolley, legal administrator Maya Ward-Lowery, solicitor Adriana Matrigiani, and solicitor Oscar Frandsen. Our Communications Coordinator, Katie Logue, has gone on maternity leave, meaning we have been joined on a part-time basis by Clara Kraebber. We have also been joined by Louis Chapman as our new legal administrator.

The nature of the Howard League's work can be challenging. To support staff, and to nurture a healthy organisation, we have engaged an experienced group clinical practitioner, Patrick Mandikate, to work with staff twice a month. He is wonderful and makes staff feel safer and supported.

We are hugely grateful to Nina Williams at Charles Russell Speechlys LLP for their advice and guidance to our human resources function. We are also grateful to the employment law team at Freshfields for legal advice over the year.

Remuneration policy for key management personnel

The Howard League for Penal Reform is committed to ensuring a proper balance between:

- paying our staff and others who work for us so that we attract and retain the best people for the job,
- and careful management of our charity funds. In so doing, we will ensure the greatest effectiveness in delivering our charitable objectives and meeting the needs of our beneficiaries. The Finance, Audit and Risk Committee (FARC) reports directly to the Board, they consider remuneration matters annually, usually ahead of the new financial period. However, remuneration matters may also be considered at other meetings if ad hoc issues arise during the year. The Chief Executive attends all meetings but leaves when his/her remuneration is discussed.

The annual formal considerations of the Committee are to:

- Consider and recommend to the Board any cost-of-living increases, usually from 1 July annually, which may be applicable to all staff.
- Ensure that remuneration is set at a level which is appropriate for a charity that wishes to pay sufficiently to attract, retain and motivate senior managers of the necessary quality and calibre to run the charity successfully in the long-term interests of present and future beneficiaries.

Governance

We are a registered charity and a company limited by guarantee, incorporated in England and Wales. We are coming to the end of a multi-year governance review, which has seen review and updating of all policies and procedures. Our thanks to Erica Handling for her support with this process.

The governance structure

The Board members of the Howard League are directors of the company for the purposes of the Companies Act and are charity trustees as defined by section 177 of the Charities Act. All Board Members give their time voluntarily and receive no benefits from the charity. The Board is responsible for the overall governance of the Howard League.

The Chief Executive, Andrea Coomber, is responsible for leadership and management of the charity, meeting regularly with the Chair of the Board, Fergus McNeill, and consulting other Board members as required.

The Howard League is managed by the Senior Management Team, comprised of Gemma Abbott (Legal Director), Andrew Neilson (Campaigns Director); and Euginia Lolomari (Director of Finance and Operations) who work alongside Andrea. Euginia meets regularly with the Treasurer, John Tress, to review and discuss financial performance and challenges.

Operation of the Board

Board members are appointed at the AGM and there must be a minimum of three members and a maximum of 12; we currently have seven in post. The Board meet in regular session four times per year, where they consider overall strategy, operational performance and the financial situation. They also have an annual Away Day for strategy development.

The Howard League generally recruits Board members from within our membership. Board members are appointed at the AGM for a three-year term. In line with recommendations of the UK Charity Governance Review of 2016, the proposed revised articles of association will see the introduction of two term limits for Board members, with the Chair and Treasurer serving for four years.

Board places are advertised in advance of the Annual General Meeting at which members are appointed. Board members have the power to appoint any person at any time to the Board to fill a vacancy, although this person will stand down and be re-elected at the next Annual General Meeting. All new Board members are inducted by the Chair and Chief Executive, invited to meet with staff, and are provided with an induction pack which includes the Charity Commission guidance on the responsibilities of Trustees, the Charity Governance Code and copies of the articles of association, latest strategy, annual review, accounts and organisational structure.

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

Finance, Audit and Risk Committee

Set up in mid-2022, the Finance, Audit and Risk Committee comprises of at least three Board members – including the Honorary Treasurer – and three members of the Howard League with relevant expertise.

The current members are John Tress (Hon. Treasurer), Ben Elger, Christina Line (trustee), Lucy Robinson, Delbert Sandiford and Tomas Thurgood-Hyde (trustee).

The Committee meet four times a year, with the Chief Executive and Director of Finance and Operations also attending. Among other things, the Committee's role is to:

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

The Council

While not part of the formal governance structure, the past year has seen the introduction of a Council to advise the Board and staff. Reflecting our values of accountability, integrity, courage, collaboration, learning and excellence, in the summer of 2023 the Board establish an advisory council (the Council) to guide and support the work of the organisation.

The Council met in November 2023 and June 2024, providing weighty challenge and input across the range of the Howard League's work. Beyond the meetings themselves, Council members have facilitated meetings for us, have supported substantive pieces of work, have spoken at events and have actively expanded our network of supporters and partners. We are hugely grateful to them for their time and insights.

Statement of responsibilities of Board members

The Howard League's Board members (who are directors of Howard League for the purposes of company law and the charity trustees as defined by section 177 of the Charities Act 2011) are responsible for preparing the Trustees' Annual Report and the financial statements, in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board to prepare financial statements for each financial year

which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Board is required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

Board members are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Board is aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The Board has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Board are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

The Board are members of the charity, but this entitles them only to voting rights. The Board have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP serves as the charity's auditor.

The Trustee's annual report has been approved by the Board on 26 November 2025 and signed on their behalf by

Tomas Thurogood-Hyde

Board member and Interim Chair

To the members of

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Opinion

We have audited the financial statements of The Howard League for Penal Reform (Incorporating the Howard Centre for Penology) (the 'charitable company') for the thirteen months ended 30 June 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 June 2025 and of its incoming resources and application of resources, including its income and expenditure for the period then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

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 Howard League for Penal Reform (incorporating the Howard Centre for Penology)'s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial

To the members of

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 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 directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

To the members of

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

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

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

To the members of

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business. Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at:

www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jonathan Orchard (Senior statutory auditor)

18 December 2025

for and on behalf of Sayer Vincent LLP,

Statutory Auditor 110 Golden Lane,

LONDON, EC1Y 0TG

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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

For the year ended 30 June 2025

	Note	12 months to June 2025			13 months to June 2024		
		Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income from:							
Donations and legacies	2	226,687	-	226,687	214,825	-	214,825
Charitable activities							
Campaigns, policy & research	3	390,000	228,000	618,000	285,000	85,000	370,000
Events, conferences & publications	3	-	-	-	118	-	118
Legal services for young people	3	25,829	68,500	94,329	63,183	55,270	118,453
Membership income	3	159,113	-	159,113	193,899	-	193,899
Other trading activities	4	13,720	-	13,720	14,631	-	14,631
Investments	5	27,069	-	27,069	7,057	-	7,057
Other		-	-	-	9,969	-	9,969
Total income		842,418	296,500	1,138,918	788,682	140,270	928,952
Expenditure on:							
Raising funds	6	99,494	-	99,494	120,110	-	120,110
Charitable activities							
Campaigns, policy & research	6	514,076	269,127	783,203	686,630	105,585	792,215
Events, conferences & publications	6	53,056	-	53,056	51,800	-	51,800
Legal services for young people	6	427,347	81,521	508,868	557,104	44,124	601,228
Membership	6	117,147	9,385	126,532	141,729	-	141,729
Total expenditure		1,211,120	360,033	1,571,153	1,557,373	149,709	1,707,082
Net expenditure before (losses) on investments		(368,702)	(63,533)	(432,235)	(768,691)	(9,439)	(778,130)
Net (losses) on investments		-	-	-	(3,908)	-	(3,908)
Net expenditure for the period / year before other recognised gains and losses		(368,702)	(63,533)	(432,235)	(772,599)	(9,439)	(782,038)
Gain on revaluations of fixed asset		-	-	-	600,000	-	600,000
Net movement in funds	17	(368,702)	(63,533)	(432,235)	(172,599)	(9,439)	(182,038)
Reconciliation of funds:							
Total funds brought forward		2,410,012	80,725	2,490,737	2,582,611	90,164	2,672,775
Total funds carried forward		2,041,310	17,192	2,058,502	2,410,012	80,725	2,490,737

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Balance sheet

Company no. 00898514

As at 30 June 2025

	Note	As at 30 June 2025		As at 31 June 2024	
		£	£	£	£
Fixed assets:					
Tangible assets	12		3,263		2,423,910
Investments			<u>1,500,000</u>		<u>-</u>
			1,503,263		2,423,910
Current assets:					
Debtors	14	159,927		149,173	
Cash at bank and in hand		<u>468,857</u>		<u>91,933</u>	
		<u>628,784</u>		<u>241,106</u>	
Liabilities:					
Creditors: amounts falling due within one year	15	<u>(73,545)</u>		<u>(174,279)</u>	
Net current assets			<u>555,239</u>		<u>66,827</u>
Total net assets			<u><u>2,058,502</u></u>		<u><u>2,490,737</u></u>
The funds of the charity:					
Restricted income funds	17		17,192		80,725
Designated fund			1,500,000		-
Unrestricted funds			<u>541,310</u>		<u>2,410,012</u>
Total charity funds			<u><u>2,058,502</u></u>		<u><u>2,490,737</u></u>

Approved by the trustees on 26 November 2025 and signed on their behalf by

Tomas Thurogood-Hyde
Interim Chair

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Statement of cash flows

For the year ended 30 June 2025

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

	12 months to 30-Jun-25 £	13 months 30-Jun-24 £
Net (expenditure) for the reporting period (as per the statement of financial activities)	(432,235)	(182,038)
Depreciation charges	5,459	5,313
Losses on investments	-	3,908
Gain on revaluation of fixed assets	-	(600,000)
Purchase of investments	(1,500,000)	
Purchase of fixed asset	(3,625)	-
Loss on disposal of fixed assets	18,814	
Dividends and interest from investments	(27,069)	(7,057)
Decrease / (increase) in debtors	(10,755)	329,583
Increase / (decrease) in creditors	(100,734)	103,240
Net cash provided by operating activities	(2,050,145)	(347,051)

	Note	2025 £	£	2024 £	£
Cash flows from operating activities					
Net cash provided by operating activities			(2,050,145)		(347,051)
Cash flows from investing activities:					
Dividends and interest from investments		27,069		7,057	
Proceeds from sale of property		2,400,000		-	
Proceeds from sale of investments		-		416,022	
Net cash provided by investing activities			2,427,069		423,079
Change in cash and cash equivalents in the period			376,924		76,028
Cash and cash equivalents at the beginning of the period			91,933		15,905
Cash and cash equivalents at the end of the period			468,857		91,933

Notes to the financial statements

For the year ended 30 June 2025

1 Accounting policies

a) Statutory information

The Howard League for Penal Reform (incorporating the Howard Centre for Penology) is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is First Floor, 75-77 St John Street, London, EC1M 4NN.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

c) Public benefit entity

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

d) Going concern

The Trustees have reviewed the going concern position (as set out in the Trustees' Report), and consider it appropriate for these Financial Statements to be prepared on the going concern basis.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

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

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

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

f) Donated services

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

g) Investment income and interest receivable

Investment income and interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the income due from the bank or investment manager.

Notes to the financial statements

For the year ended 30 June 2025

1 Accounting policies (continued)

h) Fund accounting

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

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

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of furthering the purposes of the charity and their associated support costs

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

j) Allocation of support costs

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

- | | |
|--------------------------------------|-----|
| ● Campaigns, policy & research | 25% |
| ● Events, conferences & publications | 20% |
| ● Legal services for young people | 25% |
| ● Membership income | 10% |
| ● Support costs | 10% |
| ● Governance costs | 10% |

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

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

- | | |
|--------------------------------------|-----|
| ● Campaigns, policy & research | 60% |
| ● Events, conferences & publications | 5% |
| ● Legal services for young people | 20% |
| ● Membership income | 10% |
| ● Raising funds | 5% |

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities. These costs are split equally between the 5 activities listed above.

k) Operating leases

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

Notes to the financial statements

For the year ended 30 June 2025

1 Accounting policies (continued)

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

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

- Office equipment 10 per cent per annum
- Library books 15 per cent per annum
- Computers 50 per cent per annum

The trustees have adopted a policy of reporting freehold land and buildings at market value. The last full valuation was carried out on 14 December 2023. In May 2024 the property was offered for sale, an offer was accepted for the sum of £2,400,000 and contracts exchanged on 29 July 2024, with completion on 29 November 2024.

An annual impairment review on the property and other fixed assets is undertaken to determine if circumstances indicate that the recoverable value of assets is materially lower than their value in the accounts. Any impairments identified are written off as extra depreciation through the statement of financial activities.

m) Listed investments

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

n) Accrued legal work income (WIP)

Income is recognised on casework earned and due ("work in progress" or "WIP") according to the time booked on the matter multiplied by the relevant legal aid or interpartes rate.

o) Debtors

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

p) Cash at bank and in hand

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

q) Creditors and provisions

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

r) Financial instruments

The charity only has both basic and non-basic financial assets and financial liabilities. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Non-basic financial instruments are measured at fair value with any gain or loss going to the statement of financial activities.

s) Pensions

All staff are auto enrolled in a work place defined contribution pension scheme contributing 10% of gross salary.

2 Income from donations and legacies

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Donations	147,787	–	147,787	148,155	–	148,155
Legacies	78,900	–	78,900	66,670	–	66,670
	<u>226,687</u>	<u>–</u>	<u>226,687</u>	<u>214,825</u>	<u>–</u>	<u>214,825</u>

The charity has been notified of a further potentially significant legacy where probate has been granted, but which does not meet the criterion of measurement before the period-end. It is not possible to accurately assess the potential value of this legacy, which had not been received by 26 November 2025.

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Notes to the financial statements

For the year ended 30 June 2025

3 Income from charitable activities

	Unrestricted	Restricted	2025 Total	Unrestricted	Restricted	2024 Total
	£	£	£	£	£	£
Sigrid Rausing Trust	150,000	-	150,000	15,000	-	15,000
Firebird Foundation	30,000	38,000	68,000	30,000	-	30,000
AB Charitable Trust	70,000	-	70,000	50,000	-	50,000
Treebeard	30,000	20,000	50,000	30,000	-	30,000
Bromley Trust	30,000	10,000	40,000	25,000	-	25,000
Esmée Fairbairn	-	-	-	-	80,000	80,000
Tolkien Trust	30,000	-	30,000	30,000	-	30,000
Annon Charitable Trust	-	5,000	5,000	-	5,000	5,000
Millward Charitable Trust	-	-	-	5,000	-	5,000
Henri Rossi	-	-	-	100,000	-	100,000
Henry Smith Charitable Trust	-	50,000	50,000	-	-	-
City Bridge Charitable Trust	-	105,000	105,000	-	-	-
Mishcon De Reya	10,000	-	10,000	-	-	-
John Armitage Charitable Trust	40,000	-	40,000	-	-	-
Sub-total for campaigns, research & policy	390,000	228,000	618,000	285,000	85,000	370,000
Income from sales of publications	-	-	-	118	-	118
Sub-total for sale of publications	-	-	-	118	-	118
Allen & Overy	-	10,000	10,000	-	-	-
29th May Charitable Trust	-	5,000	5,000	-	-	-
Barrow Cadbury	-	-	-	-	500	500
The Legal Education Trust	-	-	-	-	25,770	25,770
BBC Children in Need	-	38,000	38,000	-	22,000	22,000
Millward Charitable Trust	-	-	-	-	5,000	5,000
Legal services for young people	25,829	15,500	41,329	63,183	2,000	65,183
Sub-total for Legal services for young people	25,829	68,500	94,329	63,183	55,270	118,453
Membership subscriptions	119,177	-	119,177	131,719	-	131,719
Income tax recoverable on subscriptions / donations	39,936	-	39,936	62,180	-	62,180
Sub-total for Membership income	159,113	-	159,113	193,899	-	193,899
Total income from charitable activities	574,942	296,500	871,442	542,200	140,270	682,470

4 Income from other trading activities

	Unrestricted	Restricted	2025 Total	Unrestricted	Restricted	2024 Total
	£	£	£	£	£	£
Royalties for publications	13,720	-	13,720	14,631	-	14,631
	13,720	-	13,720	14,631	-	14,631

5 Income from investments

	Unrestricted	Restricted	2025 Total	Unrestricted	Restricted	2024 Total
	£	£	£	£	£	£
Income from stocks and shares	10	-	10	4,843	-	4,843
Interest receivable	27,059	-	27,059	2,214	-	2,214
	27,069	-	27,069	7,057	-	7,057

Notes to the financial statements

For the year ended 30 June 2025

6a Analysis of expenditure (current year)

	Cost of raising funds £	Campaigns, research & policy £	Events, conferences & publications £	Legal service for young people £	Membership £	Governance costs £	Support costs £	2025 Total £
Staff costs (Note 8)	66,587	496,123	19,708	395,425	70,793	54,864	137,380	1,240,880
Other staff costs	-	235	-	2,288	-	25	1,773	4,321
Travel & Subsistence	-	2,212	-	2,117	-	818	-	5,147
Publication costs	-	824	-	-	-	-	-	824
Publicity & dissemination	195	24,585	-	4,533	-	-	2,951	32,264
Professional/Consultancy fees	-	30,417	-	2,289	5,200	5,000	45,183	88,089
Office and other expenses	-	-	635	2,977	-	-	18,888	22,500
Premises expenses	-	-	-	7,025	-	-	68,439	75,464
Miscellaneous expenses	-	-	-	767	-	-	2,449	3,216
Equipment purchase	-	-	-	-	-	-	6,481	6,481
Irrecoverable VAT	-	-	-	-	-	-	19,185	19,185
Equipment maintenance	-	-	-	5,253	-	-	21,185	26,438
Bank Charges	-	-	-	-	-	-	8,346	8,346
Loss on disposal	-	-	-	-	-	-	18,814	18,814
Audit & accountancy	-	-	-	-	-	13,725	-	13,725
Depreciation	-	-	-	-	-	-	5,459	5,459
	66,782	554,396	20,343	422,674	75,993	74,432	356,533	1,571,153
Support costs	17,826	213,920	17,827	71,307	35,653		(356,533)	
Governance costs	14,886	14,887	14,886	14,887	14,886	(74,432)		
Total expenditure 2025	99,494	783,203	53,056	508,868	126,532	-	-	1,571,153

Notes to the financial statements

For the 13 months ended 30 June 2025

6b Analysis of expenditure (prior year)

	Cost of raising funds £	Campaigns, research & policy £	Events, conferences & publications £	Legal service for young people £	Membership £	Governance costs £	Support costs £	2024 Total £
Staff costs (Note 8)	93,888	587,878	26,060	502,466	68,382	52,902	109,764	1,441,340
Other staff costs	-	309	-	2,159	-	-	3,700	6,168
Travel & Subsistence	-	5,158	-	2,532	-	2,030	352	10,072
Publication costs	-	450	-	4,940	1,372	-	762	7,524
Publicity & dissemination	195	12,052	-	-	-	-	2,622	14,869
Professional/Consultancy fees	-	38,802	-	11,791	35,206	1,750	-	87,549
Investment managers fees	287	-	-	-	-	-	-	287
Office and other expenses	-	474	-	2,709	-	-	22,006	25,189
Premises expenses	-	-	-	7,975	-	-	35,747	43,722
Miscellaneous expenses	-	29	-	371	-	92	1,499	1,991
Equipment purchase	-	-	-	-	-	-	-	-
Irrecoverable VAT	-	-	-	-	-	-	2,747	2,747
Equipment maintenance	-	-	-	7,457	-	-	30,143	37,600
Bank Charges	-	-	-	-	-	-	5,936	5,936
Audit & accountancy	-	-	-	-	-	16,775	-	16,775
Depreciation	-	-	-	-	-	-	5,313	5,313
	94,370	645,152	26,060	542,400	104,960	73,549	220,591	1,707,082
Support costs	11,030	132,354	11,030	44,118	22,059	-	(220,591)	-
Governance costs	14,710	14,709	14,710	14,710	14,710	(73,549)	-	-
Total expenditure 2024	120,110	792,215	51,800	601,228	141,729	-	-	1,707,082

Notes to the financial statements

For the year ended 30 June 2025

7 Net expenditure for the period

This is stated after charging:

	2025 £	2024 £
Depreciation	5,459	5,313
Operating lease rentals:		
Equipment	4,268	7,111
Premises	17,263	-
Auditor's remuneration (excluding VAT):		
Audit	13,725	16,775
	<u>13,725</u>	<u>16,775</u>

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

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	1,019,940	1,190,725
Social security costs	119,066	131,590
Employer's contribution to defined contribution pension schemes	101,874	119,025
	<u>1,240,880</u>	<u>1,441,340</u>

The following number of employees received employee benefits (excluding employer pension costs) during the period between:

	2025 No.	2024 No.
£60,001 – £70,000	-	1
£70,001 – £80,000	-	1
£80,001 – £90,000	1	2
£90,001 – £100,000	1	-
£100,001 – £120,000	-	-
£120,000 – £140,000	1	1

The total employee benefits including pension contributions and employers national insurance of the key management personnel were £448,121 (2024: £530,281)

Total termination costs in the period were £nil (2024: £nil).

The charity trustees were not paid or received any other benefits from employment with the charity in the period (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £818 (2024: £1,188) incurred by 1 (2024: 2) members relating to attendance at meetings of the trustees.

9 Staff numbers

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

	2025 No.	2024 No.
Raising funds	2	2
Campaigns, policy & research	7	8
Events conferences & publications	1	1
Legal services for young people	6	7
Membership	1	1
Support	2	2
Governance	1	1
	<u>20</u>	<u>22</u>

Notes to the financial statements

For the year ended 30 June 2025

10 Related party transactions

Aggregate donations from related parties were £0 (2024: £0).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

During the reporting period, the charity benefitted from two loans from two trustees. interest free, to cover a cash shortfall. The loans were repaid on completion of the sale of the property in December 2024. The trustees did not participate in any financial decisions during the period the loans were outstanding.

11 Taxation

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

12 Tangible fixed assets

	Freehold property £	Computers £	Office Equipment £	Library books £	Total £
Cost or valuation					
At the start of the period	2,400,000	42,015	69,602	2,018	2,513,635
Additions	-	-	3,625	-	3,625
Disposals	(2,400,000)	(2,254)	(66,318)	-	(2,468,572)
At the end of the period	-	39,761	6,909	2,018	48,688
Depreciation					
At the start of the period	-	42,015	45,693	2,017	89,725
Charge for the period	-	-	5,459	-	5,459
Depreciation released	-	(2,254)	(47,505)	-	(49,759)
At the end of the period	-	39,761	3,647	2,017	45,425
Net book value					
At the end of the year	-	-	3,262	1	3,263
At the start of the year	2,400,000	-	23,909	1	2,423,910

The property was sold on 29 November 2024 for £2,400,000.

13 Listed investments

	2025 £	2024 £
Fair value at the start of the period	-	419,930
Additions at cost	1,500,000	-
Disposal proceeds	-	(416,022)
Cash	-	-
Net (loss) on investments	-	(3,908)

14 Debtors

	2025 £	2024 £
Other debtors	61,250	52,722
Accrued Legal work income	46,284	48,509
Disbursements	12,054	4,725
Accrued income	40,339	43,217
	159,927	149,173

15 Creditors: amounts falling due within one year

	2025 £	2024 £
Loan	-	100,000
Trade creditors	5,149	21,345
Taxation and social security	31,246	30,920
Accruals	37,150	22,014
	73,545	174,279

Notes to the financial statements

For the year ended 30 June 2025

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

	General unrestricted £	Designated funds £	Restricted £	Total funds £
Tangible fixed assets	3,263	1,500,000	-	1,503,263
Net current assets	538,047	-	17,192	555,239
Net assets at 30 June 2025	541,310	1,500,000	17,192	2,058,502

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

	General unrestricted £	Designated property funds £	Restricted £	Total funds £
Tangible fixed assets	23,910	2,400,000	-	2,423,910
Net current assets	(80,725)	-	80,725	-
Net assets at 30 June 2024	(56,815)	2,400,000	80,725	2,423,910

17a Movements in funds (current period)

	At 1 June 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 30 June 2025 £
Restricted funds:					
Legal work (Adviceline)	15,146	58,825	(71,521)	-	2,450
Sentencing	-	80,000	(80,000)	-	-
Prison Radio Association	-	5,000	(5,000)	-	-
Women on Remand	-	38,000	(32,933)	-	5,067
PAVA Spray litigation	-	9,675	-	-	9,675
Improving justice outcomes	-	105,000	(105,000)	-	-
Racial disparity research	65,579	-	(65,579)	-	-
Total restricted funds	80,725	296,500	(360,033)	-	17,192
Unrestricted funds:					
Designated property funds:					
Property fair value reserve fund	1,750,000	-	(1,750,000)	-	-
Property historic cost fund	650,000	-	(650,000)	-	-
Total designated property funds	2,400,000	-	(2,400,000)	-	-
Total designated funds	2,400,000	-	(2,400,000)	-	-
General funds	10,012	-	(10,012)	-	-
Total unrestricted funds	2,410,012	-	(368,702)	-	2,041,310
Total funds	2,490,737	-	(432,235)	-	2,058,502

17b Movements in funds (prior period)

	At 1 May 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 30 June 2024 £
Restricted funds:					
Legal work (Adviceline)	-	29,000	(13,854)	-	15,146
Big Lottery – Legal work	4,000	-	(4,000)	-	-
Sentencing– young adults	-	500	(500)	-	-
The Legal Education Trust	-	25,770	(25,770)	-	-
Reducing arrests of women	-	5,000	(5,000)	-	-
Crime & problem gambling	6,827	-	(6,827)	-	-
Racial disparity research	79,337	80,000	(93,758)	-	65,579
Total restricted funds	90,164	140,270	(149,709)	-	80,725
Unrestricted funds:					
Designated property funds:					
Property fair value reserve fund	1,150,000	600,000	-	-	1,750,000
Property historic cost fund	650,000	-	-	-	650,000
Total designated property funds	1,800,000	600,000	-	-	2,400,000
Total designated funds	1,800,000	600,000	-	-	2,400,000
General funds	782,611	788,682	(1,561,281)	-	10,012
Total unrestricted funds	2,582,611	1,388,682	(1,561,281)	-	2,410,012
Total funds	2,672,775	1,528,952	(1,710,990)	-	2,490,737

Notes to the financial statements

For the year ended 30 June 2025

17 Movements in funds (continued)

Purposes of restricted funds

Legal work (Adviceline)

Specialist adviceline for young people in custody.

Prison radio association

To promote the work of the Howard League for Penal Reform in prisoners on Prison Radio, working in collaboration with Prison Radio Association.

Sentencing – young adults

A review of sentencing judgments for young adults.

Reducing arrests of women

Programme for reducing arrests of women.

Crime and Problem Gambling

This is a 3 year commission to look into the between problem gambling and crime, it commenced in January 2019. Due to the pandemic period the commission will conclude in March 2023.

The Legal Education Trust

Matched funding for Justice First Fellowship for caseworker in the Legal team 2 years started January 2020 and completed February 2024, with 2 trainees over the 4 years.

Big Lottery – Legal work

Participation work delivered by the legal team over 3 years – started March 2020

Racial disparity research

This is a 3 year project started May 2022 funded by Esmee Fairbairn to investigate the racial disparity in the youth justice estate. The project finished in May 2025.

Ending remand for women

The design phase and further research related to understanding the reasons why women are remanded to custody in England and Wales , working in collaboration with other organisations.

Property

The value of the original restricted donation towards the purchase of the office. See transfers between funds note below.

Property fair value reserve

Demonstrates the gain on the property revaluation compared to its historic cost.

PAVA Spray Litigation

The Howard League for Penal Reform begun proceedings in the High Court to challenge the rollout of the use of PAVA spray, fundraising campaign was launched on Crowd justice platform to fund the legal challenge and the supporting campaign.

Improving justice outcomes

4-year project towards improving justice and outcomes for Londoners engaged in and leaving the criminal justice system.

Designated Fund

Designated fund is the proceeds from the sale of the property, which is held in long term investment fund.

18 Operating lease commitments

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

	Office lease		Equipment	
	2025	2024	2025	2024
	£	£	£	£
Less than one year	45,085	-	5,479	7,111
One to five years	167,425	-	23,287	3,760
	<u>212,510</u>	<u>-</u>	<u>28,766</u>	<u>10,871</u>

19 Legal status

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

Accounts

The Howard League for Penal Reform

(Incorporating the Howard Centre for Penology)

Report and financial statements

For the period ended 30 June 2024

(Incorporating the Howard Centre for Penology)

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Reference and administrative information

Company Number: 898514 registered in the United Kingdom

Charity Number: 251926 registered in England and Wales

Registered office and operational address: G01 Suite, 46 Bedford Row, London WC1R 4LR

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

Nader Alaghband (from April 2024)

Charles Bland

Professor Ben Bradford

Adrian Briggs (until March 2024)

Dr Zubaida Haque

Sally Lewis, Honorary Treasurer (until March 2024)

Christina Line (from April 2024)

Gerry Marshall (until October 2023)

Thalia Maragh (from April 2024)

Alexandra Marks CBE

Professor Fergus McNeill, Chair

Andrew Morris (from April 2024)

John Tress, Honorary Treasurer (from March 2024)

Tomas Thurogood-Hyde

Ian West (from April 2024 to July 2024)

Lord Macdonald KC, Honorary President

Key management personnel

Andrea Coomber KC (Hon.)

Chief Executive

Euginia Lolomari

Director of Finance and Operations

Andrew Neilson

Director of Campaigns

Anita Dockley

Director of Research (Until Nov 2023)

Gemma Abbott

Legal Director

Staff

Lee Brown

Operations Co-ordinator

Dr Helen Churcher

Research and Project Officer

Poppy Cabbage

Legal and Projects Support Officer (until September 2024)

Amy Dolley

Policy and Public Affairs Officer

Steve Gallant

Development Support Officer

Dr Tim Kerr

Membership Officer

Noor Khan

Press and Public Affairs Officer

Katie Logue

Communications Coordinator

Sophie Lumsden

Development Manager

Sinead MacCann

Managing Solicitor

Adriana Matrigiani

Solicitor

Rob Preece

Communications Manager

Ana Rosenthal	Caseworker (Until January 2024)
Claire Salama	Managing Solicitor
Anna Spencer	Solicitor
Ayomide Sotubo	Policy Officer
Ryan Walker	Development Support Officer
Maya Ward-Lowery	Legal and Projects Support Officer

Finance, Audit and Risk Committee members

Ben Elger
Sally Lewis (until March 2024)
Christina Line (from July 2024)
Lucy Robinson
Delbert Sandiford
Tomas Thurogood-Hyde (from July 2024)
John Tress (Honorary Treasurer from March 2024)

Howard Journal of Crime and Justice

Professor Ian Loader, University of Oxford	Editor-in-Chief
Professor Rachel Condry, University of Oxford	Editor
Dr David Green, John Jay College, New York, USA	Editor
Professor Elena Larrauri, Universitat Pompeu Fabra, Barcelona, Spain	Editor
Professor Simon Mackenzie, Victoria University of Wellington, New Zealand	Editor
Anita Dockley, Howard League for Penal Reform	Managing Editor (until Nov 2023)
Dr Mary Rogan, Trinity College Dublin, University of Dublin, Ireland	Book Review Editor
Brenda McWilliams	Publishing Editor

Bankers

NatWest Bank Plc
PO Box 1357
169 Victoria Street
LONDON
SW1E 5BT

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
110 Golden Lane
London EC1Y 0TG

Trustees' annual report

The trustees present their report and the audited financial statements for the 13 month period ended 30 June 2024. The substantive narrative of this report covers the period 1 October 2023 to 30 September 2024; with the update on financial position in respect of going concern and reserves to the end of November 2024.

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

An introduction from our Chair of the Howard League Board, Fergus McNeill

This has been an extraordinary year for criminal justice in England and Wales. These pages cover a period that started with the fallout from an alleged escape from Wandsworth prison and ended with the onset of an emergency early release scheme to address an acute overcrowding crisis behind bars. In between, there was a general election and a change of government, resulting in the appointment of a new prisons minister – the eighth person to hold the post since the beginning of 2021.

Throughout the year, the prison system has been a constant presence in the news headlines, as more people have become aware of the deplorable conditions and daily injustices that exist within jails asked to do too much, with too little, for too long. Deepening problems, which were largely ignored for decades by all but the most dedicated observers, have moved to the top of the political agenda. In response, the Howard League has stepped forward to make the case for building a more humane and effective response to crime that provides justice to all and helps to make our society more safe.

Drawing on our legal and policy work, and the many letters we receive from our members in prison, our briefing for the new government, *Grasping the nettle*, offered a range of policy options that could deliver a lasting solution to the capacity problem. Our paper, *Sentence inflation: a judicial critique*, signed by five of the most senior former judges in England and Wales, explored how the imposition of ever longer sentences has contributed to the crisis and made suggestions for change that a forthcoming independent review of sentencing might consider.

Our voice is being heard. The government has recognised that we cannot build our way out of the crisis, and two of our proposals from *Grasping the nettle* – the use of Home Detention Curfew as a meaningful alternative to prison and greater use of executive release – are being taken forward. A damp, dark and dilapidated segregation unit in Bedford prison, described as a “disgrace” by inspectors, was closed and replaced after our sustained pressure. Our campaign to end the scandal of imprisonment for public protection (IPP) has made progress, with legislative changes meaning that some people serving the sentence will have their licences automatically terminated at last.

But there is much more to do. The IPP reforms, while welcome, do little to help almost 3,000 people who are still in prison serving the sentence. The number of people in prison on remand has reached a record high. Children are being held in cells for more than 22 hours per day, with reduced opportunities for education and interaction with others. Five more jails – Bedford, Wandsworth, Rochester, Manchester and Winchester – have been made the subject of urgent notifications after inspectors discovered terrible conditions.

This is my sixth, and final, annual review as Chair. I would like to thank everyone who has supported our cause during my time in the role. We've been through a time of change, and stand ready to continue playing our part in changing our broken justice system. I hope that you will consider what role you might play in the work that lies ahead. As we do not receive any funding from government, the generosity of our members helps us to remain an independent voice for change.

Thank you.
Professor Fergus McNeill
Chair

Objectives and activities

The Howard League for Penal Reform is the oldest penal reform charity in the world. We were established in 1866 as the Howard Association, named after John Howard, the first English prison reformer. In 1921, we merged with the Penal Reform League, forming the Howard League for Penal Reform.

In July 2023, our Board agreed a new strategy and theory of change that will take us to 2028.

Over the coming five-year period, we will focus on:

- Public-facing campaigning to challenge the reliance on prison as the answer to crime, both in general and for particular crimes/cohorts of people in prison.
- Working with politicians across parties to build their understanding of the evidence base and of the economic, human and social costs of prison. We will encourage political courage across parties to pursue policy that works.
- Blending strategic litigation with policy work and communications to highlight the problems with the overuse of prison and to challenge injustices and human rights violations in prison.
- Working with judges, parole board members, and the justice professions to bring a better understanding of the impact of sentencing, release and recall decisions and the realities of prison.
- Improving the quality of public information and dialogue around punishment, including by building a community of people who are interested in and engaged with prisons, people in prison, prison leavers and their families. We will mobilise this community to advocate for better policy.

Across all our work we will address racial disparity and include consideration of experiences of women, children and young people and other vulnerable people in the system.

Our thematic priorities include:

- Campaigning on the failure of prison as the answer to crime, generally as well as for particular offence-types and cohorts of people in prison.
- A resolution to the ongoing incarceration and recall of people serving the abolished IPP sentence.
- The injustices wrought by the treatment of secondary parties in joint enterprise murder cases, particularly on people from racialised minorities.
- The overuse of remand and experiences of people on remand.

- The challenges around sentencing, including incarceration for non-violent, lower-level offending, and combating sentence inflation across offence-types, but particularly for serious offences.

Our theory of change is based on the understanding that reducing the overuse of prison and improving the lives of people in prison will require a multifaceted approach. This includes public campaigning, policy advocacy and strategic litigation. Through these activities, we aim to influence public attitudes, enhance political understanding, build accountability and ultimately reform the criminal justice system to deliver a fairer and more effective and less harmful criminal justice system.

Values

The Howard League's Cultural Compass underpin our approach to our work, to each other and to those we work with. Our key values are excellence, learning, accountability, integrity, collaboration, and courage. We regularly reflect on these behaviours and mindsets, ensuring that our values are alive in our daily work.

We are an anti-racist and an anti-discriminatory organisation. We invest in building an inclusive organisation with diverse members, staff and leadership. We ensure that our staff are equipped to challenge racism and discrimination in all its forms, wherever they see or experience it.

Achievements and performance

The charity's main activities across 2023-2024 are described below, according to the key priorities in our strategy.

Key to our success across the year has been building ever more effective cross-team working within the Howard League, with our lawyers, communications and policy people working, with the support of research, towards common organisational goals.

Campaigning – Lifting the lid

At the centre of the Howard League's mission is putting the case for fewer people in prison. To this end, we are consistent in our messaging, to our members and supporters, to journalists and to the public, that sending more people to prison for longer carries significant human and financial costs, and that public money would better be spent investing in housing, education and health services that are proven to cut crime.

We are in the process for applying for dedicated funding for a large campaign on the harms of prison but pending this we have spent much of the past year consolidating key messages and building relationships to better communicate about the impact of prisons. With an increasing focus on prisons, driven through the prison capacity crisis and ever more critical reports of the Chief Inspector of Prisons, our ability to speak to the public about prisons has increased.

We have enjoyed significant reach with the media and press and have spent a substantial amount of time building the capacity of journalists and commentators interested in our issues. This has seen an expansion in both 'reactive' stories about prison, but also longer form journalism, including:

- In November of last year, we appeared on Channel 4 News, interviewed by Jackie Long alongside Prison Officers Association's Mark Fairhurst on the use of PAVA spray in the youth estate.

- In July of this year, we had extensive coverage following Keir Starmer's first press conference and the appointment of James Timpson. This included Chief Executive Andrea Coomber appearing on Times Radio, ITV News, and LBC, and Campaigns Director Andrew Neilson appearing on BBC Politics Live, Sky News, BBC Wales Breakfast, BBC3CR, and BBC Radio Wales; as well as press coverage by PA Media, the Big Issue and the Observer.
- In September, we published the sentencing paper which garnered write ups in the Times, the Financial Times, the Guardian, Russell Webster, the Independent, and the Law Society Gazette, as well as mentions in the Telegraph twice, PA Media twice, and the Guardian. We also had significant broadcast coverage, with Lord Thomas interviewed by Sky News, Times Radio, BBC Radio 4 and 5 News; Lord Phillips on Channel 4; and Andrea on BBC The Context, and LBC.

At the same time, we have launched two issue-based campaigns. The first in response to the Chief Inspector's report of Wetherby Young Offenders Institution (YOI), where, on two consecutive evenings, a teenaged girl was stripped naked by teams of male officers in an effort to remove clothing that she might use to ligature. Since the closure of Rainsbrook STC in late 2021, the Howard League has raised concern about the safety of the small numbers of girls in the youth estate, and particularly around the failure to have a plan for the future of girls in the estate. This campaign received a good amount of attention, running alongside a threat of litigation from our legal team – which was scuppered on the day of our anticipated filing by the announcement of the general election. Our petition secured 2,183 signatures, and received media attention, as well as engaging the interest and concern of ministers.

Later in the year we launched a pre-emptive campaign about the anticipated roll out of PAVA spray in the youth estate. As part of that we created a dedicated page on the website explaining our concerns, and this has given rise to a series of 'public explainers' on our strategic priorities and other key issues. We have seen a large number of journalists, politicians and practitioners sharing our public explainer pages on prison overcrowding, sentence inflation, and PAVA. We are in the process of finalising several other explainers to be published in the coming months.

Addressing the IPP crisis

The ongoing injustice of those people sentenced under the now abolished IPP (and DPP) sentence is a priority for the Howard League. There are two key aspects. First, the fact that over 1,100 IPPs in custody are over tariff – 700 more than 10 years over tariff – and remain unreleased by the Parole Board. The Parole Board processes are slow and people serving the IPP sentence, and indeed those professionals who support their release, often feel that the high threshold for release established in law is impossible for many IPPs to meet in the absence of opportunities in custody and given their psychological profile (which the nature of the IPP sentence arguably contributes to). The second is that many of those who are released are being recalled to prison, often multiple times, for administrative breaches of licence. This group then need to be re-released by the Parole Board, often waiting years for the opportunity to put their case. At the time of writing, recalled IPPs represent the majority of the IPP cohort in prison. Until recently IPPs have had to wait ten years in the community before applying to have their licence terminated, thereby ending the possibility of, and for some the cycle of, recall to prison and release.

Dealing with the IPP crisis is a new priority for the Howard League, though we have always expressed our concern about its operation. Back in 2021 we worked with members of the House of Lords to draft amendments to the Police, Crime, Sentencing, and Courts Bill, proposing that the period to be served on licence before termination be cut to five years. Since 2022, we have developed a close relationship

with UNGRIPP, the leading group of family members of IPPs lobbying for change, and we have received countless letters from our members in prison highlighting the injustices of sentence. Often these letters are from those serving an IPP sentence, very often they are from others highlighting the damage that they witness from others in prison.

In the last year, addressing IPP sentences has taken centre stage in our work. Our Chief Executive, Andrea Coomber, and Managing Solicitor, Claire Salama, sit on the HMPPS IPP Expert Challenge Group, which meets regularly with those who are responsible for the care of IPP prisoners, the Parole Board, psychological experts and civil society, to consider progress for those serving the IPP sentence. We have consistently put the case for better data collection and data sharing about IPP prisoners and strengthened communication with those serving the sentence directly.

With others, we successfully lobbied the Secretary of State for Justice in the last Conservative government on the need to reduce the licence period. We welcomed the changes to IPP licences that came into effect with the Victims and Prisoners Act which included: a reduction of time at which IPPs could have their licence reviewed by the Parole Board from ten years down to three years; the addition of automatic termination after a further two years on licence for those who do not have their licence terminated by the Parole Board; a change to the Parole Board test for presumption of termination and a power of the SSJ to grant executive release to IPPs, as well as a power to disapply a recall for the time to count towards automatic termination.

To support those eligible for termination and in recognition of the small numbers who are legally represented with their termination reviews, we prepared a practical 'how-to' guide for licence termination in collaboration with the Prison Reform Trust, the Prisoners' Advice Service and Dr Laura Janes.

The guide was launched in the summer of 2024, explaining both the rules as they applied at the time and the forthcoming changes. The guide was later updated in September 2024 to reflect the announcement of relevant commencement dates. It has received wide acclaim and has been shared widely, including by HMPPS and the Parole Board and has been uploaded onto the Content Hub on prisoner's in-cell laptops.

Given the complexity of the legislative changes brought in by the Victims and Prisoners Act, our lawyers have also trained 22 volunteers at law firm Peters and Peters LLP to host an advice line to support individuals with queries about the changes. The advice line commenced on 1 October and is planned to run until December 2024. Feedback has been overwhelmingly positive, with one stakeholder referring to it as a 'lifeline' for IPPs.

While changes to the IPP licence are significant, they do little to change the lot of those IPPs who remain in prison, never having been released by the Parole Board. This group is now our focus, in terms of research and influencing, but also litigation. With UNGRIPP and with various lawyers, we will continue to explore the possibility of a systemic legal challenge on the dire psychological impacts of the IPP sentence, as well as routes to appeal individual IPP sentences where extended sentences were not properly considered as alternatives during sentencing.

Joint enterprise secondary parties

'Joint enterprise' is a long-standing and complicated legal doctrine, whereby a number of individuals can be convicted, and sentenced, as if they were the primary perpetrator of a crime. We are particularly concerned about the operation of this doctrine in the context of secondary parties to joint enterprise murder, who are often sentenced to incredibly long sentences, despite having low levels of contribution to the index offence. While there are very significant gaps in data,

recent data from the CPS shows that young Black men are disproportionately caught up in joint enterprise prosecutions. Any visit to the lifer estate bears out this racial disparity. Secondary parties often struggle to understand how they have been convicted 'when I didn't kill anyone', and this sometimes affects their progression through the prison system, up to release by the Parole Board. Despite the landmark *Jogee* judgment of the Supreme Court in 2016, which found that a certain type of joint enterprise convictions represented 'a wrong turn', the 'substantial injustice' test adopted by the Court of Appeal as a threshold for successful appeal has meant that only one person has been released following the *Jogee* judgment. Prison leaders and prison staff and probation officers often tell us that they only learn if someone is a secondary party years into their sentence, and that better information on this profile of prisoner would be helpful in providing advice and support to them.

We are particularly concerned about the highly disproportionate number of men from racialised minorities who appear to be convicted as secondary parties in murder cases, and about the dearth of data about this group.

Over the past year, we have worked with leading joint enterprise campaigning group JENGBA and law firm Travers Smith LLP, and an external IT provider, to digitise JENGBA surveys of people in prison convicted under the doctrine of joint enterprise. These surveys represent the only available data on this group of people, with no distinction between primary and secondary parties being formally captured at the time of conviction or sentence. Once fully digitised, this will present a useful picture about the scope of the problem, as well as providing insights into individuals cases. At the same time, we think that telling the stories of joint enterprise secondary parties is critical. To this end, we have built relationships with groups of joint enterprise prisoners at two prisons outside London, where we are in the process of working with the men to capture their stories, which speak to the injustice of secondary liability.

We have also worked with the pro bono team at DLA Piper to produce a report on how different legal systems across the world apply the criminal law relating to participation in criminal offences. This project compared the application of English law on complicity, in particular the impact of this on the sentencing of secondary parties, with the criminal law in other jurisdictions. The report will provide a helpful reference for our work on joint enterprise and the sentencing of secondary parties.

Remand

The remand population has been at a 50-year high this year, with people on remand accounting for more than a fifth of the total male prison population, and a quarter of all women in prison. The growing population reflects an increase in both the number of people being remanded to custody and the length of time people are spending awaiting trial and sentence as a result of the growing backlog in the criminal courts. Many of those who are remanded do not go on to receive a custodial sentence. Prisons are in crisis and remanded prisoners experience particularly impoverished regimes, with no opportunity to progress while they await trial and/or sentence.

Tackling the overuse of remand goes to the heart of the Howard League's purpose and vision – we want to see a significant reduction in the use of prison and much better conditions and opportunities for those who remain there. To this end, we are bringing together various strands of ongoing work.

We continue to be concerned about the remand of young adults. As reported in last year's annual report, in October 2023 we published a legal guide for remanded young adults as part of a project funded by Barrow Cadbury. At the start of January 2024 copies of the guide were printed and

distributed to 18 prisons holding young adults on remand. With the generous support of the Belpech Charitable Trust, we were able to print and distribute twice as many guides as originally planned.

At the start of 2024 we began a knowledge exchange project in collaboration with City University exploring women's experiences of remand. Activities included a meeting with senior staff at Bronzefield to better understand the impact of remand, and a meeting with women who have had lived experience of being on remand. At the time of writing, we are working with a small group of charities and funders with a view to building a wider research project and campaign on ending the remand of women.

Finally, as part of our work on racial disparities, we are exploring the available data on local authorities and remand in England and Wales. We hope to gain a better understanding of the ethnicity of children on remand in each local authority and how different youth justice services use custodial remand.

Sentencing

If there is one single driver for an overcrowded, ineffective prison population it is 25 years of poor law and practice around sentencing.

Our concern about sentencing lies fundamentally in the failure of governments to level with the public about what prison can and can't achieve, and about the fact that, despite falling crime across the western world, sentences in England and Wales have more than doubled across the board in recent decades. We believe that sentencing policy and practice should be grounded in evidence of what works to hold people safely, cut reoffending and keep the public safe.

The most significant piece of work we have undertaken under this priority has been a high-profile paper published in September 2024 entitled *Sentence Inflation: a Judicial Critique*. The paper was prepared by the Howard League on behalf of the four surviving former Lords Chief Justice of England and Wales – Lord Woolf, Lord Phillips, Lord Thomas and Lord Burnett – and the only President of the Queen's Bench Division to head criminal justice, Sir Brian Leveson. In only 11 pages, it explains that, contrary to the public's understanding, sentences – and accordingly the prison population – have more than doubled since Lord Woolf's Strangeways report in 1991. The paper explains that this increase has been largely driven by legislative interventions which have set minimum tariffs for different kinds of murder convictions which have in turn driven up all other sentences in proportion. It further notes the particular impact of Schedule 21 of the Criminal Justice Act 2003, which applied only to England and Wales, where sentences are now out of all proportion with Scotland and Northern Ireland. The paper details the significant human and financial costs of sentence inflation, including on different groups of people affected such as older prisoners, women, people from racialised minorities, IPPs and those on a two-strike discretionary life sentence. The retired judges call for the upcoming sentencing review to reverse years of sentence inflation, and to examine ways of accelerating the release of those people who are currently serving very long sentences.

The Sentence Inflation paper has had an extraordinary impact. It represented an unprecedented intervention by the five most senior retired judges in this jurisdiction, attracting significant press and media interest, which continues to the time of writing. The impact of the paper is perhaps best illustrated by the fact that in the weeks and months following its publication, mainstream news outlets like the BBC were running stories about 'sentence inflation', a term that had hitherto only been understood by lawyers and judges.

A follow up event, featuring one of the retired judges Sir Brian Leveson, Cambridge academic Professor Nicola Padfield and Dwaine Patterson, a consultant who served a very long indeterminate sentence, was attended by more than 100 people, and was written up by the BBC.

The paper will form a plank of our submission to the sentencing review in the coming months. It is referenced in our new 'Public Explainer' on sentencing, which provides an invaluable resource for members of the public or the press wanting to better understand why sentencing matters.

Beyond long sentences, we have also been exploring how sentencing decisions take account of neuro-diversity, and issue raised by a number of our members. We are grateful to Akin Group for its preparation of a research paper on the sentencing of people with neurodivergent conditions, which we shared with the Jonathan Hall KC, the Independent Reviewer of Terrorism Legislation.

Public affairs

The Howard League's public affairs work this year was defined by the calling of an early election by the Prime Minister Rishi Sunak for July 2024. In the preceding months, the crisis in prisons was becoming ever more severe, particularly as regards available capacity, but the previous administration appeared to be reluctant to take the radical action required. One avenue for progress was provided by the changes to the IPP licence (see section above) introduced in the Victims and Prisoners Act. Overall, however, the possibility for meaningful reform appeared to be mired in the difficult political situation the administration found itself facing in the run up to a general election.

The election in July brought in a new government with a large parliamentary majority and faced with the alarming prospect of running out of prison cells over the summer. This changed the political dynamic and created a window of opportunity. Within a week of the new government, we published *Grasping the Nettle: Options for a lasting solution to the prisons capacity crisis*. Shortly afterwards, the new Lord Chancellor and Justice Secretary, Shabana Mahmood, announced the introduction of SDS40 – an early release measure that our briefing had called for. Since then other ideas floated in our briefing, including a sentencing review and the expansion of HDC and executive release, have been announced by the Ministry of Justice.

The Howard League published many submissions and parliamentary briefings during the period in review. Submissions were made to the Justice Committee inquiry into the future prison population and estate capacity, to the UN Special Rapporteur on Torture's call for input on issues in prison management, to the London Assembly Health Committee on health impacts of gambling, to the Sentencing Council's consultation on miscellaneous amendments to sentencing guidelines and to the Ministry of Justice's consultation on a Youth Justice Charter. Parliamentary briefings were published on the Victims & Prisoners Bill and the Sentencing Bill, on prisons in Wales, on PAVA in the youth estate, on suicides in prisons, on joint enterprise and on the IPP sentence. Our Chief Executive regularly met with Ministers and Shadow Ministers to discuss the prisons crisis and to lay the groundwork for radical change upon a change of government.

Outreach

Our presence on social media continues to grow. At the end of September, our social media accounts were followed by almost 49,000 users: 34,609 on X (formerly Twitter); 5,740 on Facebook, 5,141 on LinkedIn; 1,341 on Instagram; 425 on YouTube; and 300 on Threads.

In the reporting period, our social media posts across all platforms reached nearly three million users - 2,968,882. Standout months were March (418,000 impressions) and July (475,000 impressions). In March we launched our petition urging ministers to move girls out of Wetherby and put in motion our PAVA campaign. In July, we published *Grasping the nettle*, welcomed the new government and the appointment of James Timpson, and responded to the early release scheme.

The website attracted more than 79,000 users and there were more than 202,000 page views. Popular webpages included the Wetherby petition (3,402 page views), our blogpost on the

changes for IPP sentences in the Victims and Prisoners Act (1,623 views) and our explainer article on prison overcrowding (1,196 views).

At the beginning of the reporting period, we held well-attended fringe events at each of the three main parties annual party conferences. In addition we have held regular public events, with our events attracting 2,544 sign ups.

We have hosted 11 events in total:

- 12 October, Focus on fairness - prosecuting crime in a changing world with Max Hill KC, in person
- 26 October, Spotlights: Vincent Schiraldi on probation, parole and the rise of mass supervision in the US, online
- 9 November, Spotlights: A King's speech special, online
- 28 November, Parmoor Lecture with Andrea Albutt, online and in person
- 5 December, Annual Members' meeting, online
- 31 January, The problem with remand, online and in person
- 7 March, Spotlights: International Women's Day, online
- 25 April, Spotlights: The IPP sentence, online
- 11 June, Spotlights: What are prisons for?, online
- 11 July, Spotlights: What should the next government do to solve the problems in prisons?, online
- 27 September, Spotlights: Sentence inflation, online.

Litigating for change

Over the past year, our legal team has been developing a programme of strategic litigation opportunities that sits alongside the day-to-day legal work that arises through our advice line for children and young people in prison.

As part of the delivery of this strategy, we have been scoping and developing litigation in a number of areas. In addition to ongoing work relating to the threatened introduction of PAVA spray into children's prisons and in respect of the placement of girls in the secure children's estate, as noted above, this includes a focus on overcrowding and poor physical conditions in prisons, and the inappropriate use of segregation in both children's and adult prisons.

PAVA spray

For more than 18 months, consideration has been given by the Ministry of Justice to allowing PAVA, an incapacitant spray which is a prohibited weapon under the Firearms Act 1968, to be used by officers in young offender institutions holding children. The Prison Officers' Association has made this a key ask of government. It was originally expected that a decision would be made by the end of the summer 2023 but this was delayed, we understand in part because of correspondence we sent to the then Prisons Minister, Damian Hinds, threatening legal action if PAVA was authorised for use against children. We understand that likely litigation delayed a decision under the previous government. This matter is now with the new government, who understand that we are ready to challenge the use of PAVA in the children's estate if such a decision is taken.

We are also continuing to explore the possibility of challenging the use of PAVA in the adult male estate, given concerns raised in HMIP reports and by young adults calling our advice line about its misuse. An evaluation of the use of force, including the use of PAVA, in the adult estate has been carried out but

the findings have not yet been published (despite this being promised for many months). Our current focus is on getting data to give us a fuller picture of where and against whom PAVA is used, to substantiate our understanding that PAVA is used disproportionately against young, Black, Muslim men and those with disabilities. We are also in discussion with others in the sector who are also doing work in this area to see what can be shared and how best to collaborate – including Maslaha, who have been conducting their own research into the impact of PAVA spray on Muslim prisoners.

Girls

We remain very concerned about the continued placement of girls at Wetherby prison, particularly in light of the recently published report by HMIP following an inspection at HMYOI Wetherby. As noted above, the report described two incidents where a girl was using her clothes to make ligatures and had her clothing forcibly removed by male officers. HMIP reported extremely high levels of self-harm among girls, resulting in very high levels of use of force, and concluded that the prison was not able to meet their needs.

The decision in 2021 to place girls at Wetherby - following the closure of Rainsbrook secure training centre - departed from well-established policy and practice by placing girls in a prison in general, and specifically by placing them in a male prison. It was the publicly stated intention that girls would be placed at Wetherby on an interim basis of up to two years until the secure school opened. However, the secure school is now open and Wetherby remains a placement option for girls. We continue to explore litigation in this regard.

Prison conditions

As part of our work on overcrowding and conditions, we have been in legal correspondence with the government in relation to the segregation unit at Bedford prison, the closure of which had been long promised but much delayed. The unit was squalid and filthy, but it was only following the threat of legal action that it was eventually closed in September 2024. Our legal work in relation to indecent, inhumane conditions elsewhere in the estate continues and we hope to be able to share more information publicly in the coming months.

Segregation

In respect of segregation, in December 2023, the longstanding case of AB was concluded at the ECHR by way of friendly settlement, seven years after it was issued in the High Court (and a breach of Article 8 was conceded). The case concerned a challenge to the ongoing solitary confinement of a child at HMYOI Feltham for over 55 days, with no more than an hour out of his cell a day. The Government finally acknowledged that, in the particular circumstances of this case, there had been a breach of Article 3 of the ECHR, which states: "No one shall be subjected to torture or to inhuman or degrading treatment or punishment." The Government agreed to pay AB £31,500, understood to be one of the largest sums ever paid by the UK in a friendly settlement before the European Court of Human Rights, and a contribution towards our legal costs.

Unfortunately, we know that the practice of separating children from their peers and confining them for significant periods of time to their cells continues today. We are continuing to monitor the situation in children's prisons with a view to further litigation if appropriate. We are also scrutinising the use of segregation across the adult estate, including looking at the inappropriate use of segregation for those with mental ill-health.

Other legal project work

As well as developing strategic litigation opportunities, our legal team has been working on projects aimed at improving the quality of justice experienced by people in custody, including in relation to our organisational priority themes.

Use of video technology for legal education

As reported last year, and with the support of funding from the Big Lottery, we produced an animated video, with design studio Ave, explaining what it means to be released on licence and the process of recall to prison if you breach those conditions. Recall is a common issue that young people calling our legal advice line continue to seek advice about and one that they find confusing.

The video was uploaded to the prison service's intranet, which every prisoner with in one of the nineteen prisons with in-cell technology can access. As of 1 October 2024, the video had been viewed in full almost 3,000 times by those in custody.

Life sentences for children

As part of a project funded by the Legal Education Foundation, through the Justice First Fellowship, we have produced a legal guide for young people who commit murder as children and are serving sentences of detention at His Majesty's Pleasure (an 'HMP sentence'). The guide explains how HMP sentences work, with a focus on the key dates in the sentence. Children in prison now have access to the guide through their laptops and the guide has also been shared with criminal justice and social care professionals. The guide was informed by workshops we held with children and young people serving this kind of sentence in two Young Offenders Institutions in November 2023, which included one of our colleagues who has experience of the HMP sentence. Professionals at the prisons told us that young people spoke very highly of the sessions, with one noting that "I feel that YP with life sentences can be forgotten about in the custodial setting and your visit has made a difference".

Access to Justice for children

In March 2024, we were granted three years of funding by BBC Children in Need to continue to provide our free legal advice service for children in custody, and to better understand the needs of children who are within the remit of our service but who do not call us, in order to increase our ability to support them. This funding followed on from a previous grant from BBC Children in Need, which was used to advise children in custody about their legal rights and entitlements through our access to justice service. As part of this work, in July 2024, we delivered workshops on children's rights for Barnardo's advocates from across the children's custodial estate. An update on the work of our advice line service over the past year is provided below.

Legal advice and representation

The Howard League runs the country's only dedicated advice line for children and young people in custody. Our free and confidential service is available on the "pin" of every person in prison aged 21 and under, and we receive hundreds of requests for legal assistance every year.

In the period ending 30 September 2024, the legal team provided advice and assistance to 255 young people aged 21 and under on 359 matters, including their treatment in custody, adjudications, transfers, and release planning. We also pursued 14 cases, funded by legal aid, to help children and young people with treatment issues in custody, adjudications, and recall and parole. We have also supported people in custody across the estate by making hundreds of safeguarding referrals where needed.

We have been contacted by many young people about their regime, with many seeking advice about being segregated or held in conditions akin to isolation. We have supported these young people in

relation to their particular experiences and circumstances, and are also in correspondence with the Youth Custody Service in relation to their broader separation policy and practices. This work has included securing a change in policy at one YOI so that children will continue to have access to their laptops and phones when they are held in the segregation unit.

We issued a judicial review in March 2024 on behalf of a child who was being repeatedly restrained and injured at a child's prison. Our case challenged the lack of scrutiny and investigation into these restraints, and the failure of the prison to make appropriate adjustments to our client's treatment in light of his disabilities. Prior to the case being heard, we were able to reach resolution with the government, with a promise of a series of meaningful accommodations for our client. We remain focused on the frequent and disproportionate use of force against children and young people across the estate.

We have supported numerous callers with issues relating to adjudications, often relating to the relevant prison's failure to enable the young person to effectively participate in the adjudication process on account of additional needs and/or disabilities. In many cases the findings of guilt have been quashed as a consequence of our interventions. We have also issued judicial review proceedings in relation to the operation of a blanket practice of holding independent adjudications virtually, instead of having the option of holding them face-to-face, and await the Court's decision as to next steps. The Government's lawyers have already conceded that the 28 additional days awarded to the client are to be rescinded.

We have continued to advise and support children and young people with complaints, including to prisons and to the Independent Prisoner Complaint Investigations (IPCI), which is part of the Prisons and Probation Ombudsman. One complaint to the IPCI on behalf of a client who had force used against them, including during a strip search, resulted in several recommendations being made to the Governor to improve governance and assurance processes when force is used and strip searches are conducted at the relevant prison.

Over the period, we have received enthusiastic and positive feedback from clients and from young people who used our access to justice service. Every young person who provided feedback said that they would recommend the Howard League to others. One young person commented, "amazing people, went above and beyond to help me I would say they care about helping people first and foremost". Another told us, "I couldn't thank Howard League enough for the help they have given me through my whole sentence, I don't know what position I would be in if they didn't help me".

As well as providing this valuable support to children and young people who contact us, our legal advice service also provides us with first-hand information about, and a greater understanding of, the issues affecting the custodial estate, both for children and adults. This informs and enriches our broader organisational work, including in relation to priority areas and strategic litigation.

Strengthening the charity

Membership

Membership distinguishes the Howard League from other charities in the sector and has two primary functions. As a fundraising stream, it offers dependable unrestricted income to support our work. It also builds a network of supporters, often engaging substantively with our work and enhancing the strength and authority of our voice.

We have made a concerted effort to increase numbers of members in prison, now having more than 500 such members, more than doubling this cohort in the past year. We have engaged with prison members through word of mouth, prison newspaper columns, mailings, and prison visits. In the past

year, we have also built a relationship with National Prison Radio – funded by the Belpech Charitable Trust – which has considerably expanded the audience for our work.

Members in prison receive regular communications on our work, including any information on policy or legislative changes that may affect them. We also keep our members informed about our campaigns and public perceptions of prisons. We encourage members to be advocates for change and ask others in the prison to join. A key focus for us is to hear about what is happening inside prisons, so we can gain insight and knowledge on current issues facing people in prison. Through our work, we want to change perceptions and build public understanding of the realities of prison.

It is also important to us to work with the families of people in prison, to ensure that their voices and experiences are part of our work, we currently have 1,600 members who have a family member in prison.

Our members outside of prison are key to our aims of persuading the public of the need for penal reform. The communications team has improved the digital offerings to both members and supporters, with monthly email updates, a greatly expanded social media presence, and an expanded series of events to engage our members and supporters.

With these measures now in place, we will be assessing and improving the membership package in the coming months, both to ensure the membership's fundraising potential, and to have passionate advocates to fulfil our goal of a societal shift in thinking on punishment.

Fundraising

This year, we have continued to strengthen our development function by building relationships with trusts and foundations, generating a pipeline of funders and supporting our new development board.

Trusts and foundations play a critical role in supporting the work of the Howard League. Over the year, we have received a number of grants, including multi-year grants, from trusts and foundations, both as restricted and unrestricted income.

We received new unrestricted grants or donations from:

- Sigrid Rausing Trust (£15,000)
- Firebird Foundation (£30,000; multiyear for three years)
- AB Charitable Trust (£50,000)
- Treebeard Trust (£30,000)
- Bromley Trust (£20,000)
- Millward Family Trust (£5,000)
- Tolkein Trust (£30,000)

We received restricted grants from:

- Millward Family Trust – Legal advice line (£5,000)

We continued to receive a number of restricted multi-year grants for existing projects, details of which are provided. These were:

- Children in Need – Legal advice line (£22,000)
- Esmée Fairbairn Foundation – racial disparity in youth justice (£80,000, the final year of three year project)
- Legal Education Foundation – Justice First Fellowship (£25,770; final instalment of two year's funding)

We also received unrestricted support from: *The Constance Faulds Crawford Trust (£2,000); Barrow Cadbury (£1,000); Children in Need (£500); Gilbert & Eileen Edgar Foundation (£500) The Hanley Trust (£1,000); Esmée Fairbairn Foundation (£24,000); Jolanta and Max Neufeld Charitable Trust (£10,000); Oakdale Trust (£3,000); WF Trust (£500); William A Cadbury Charitable Trust and William P Bancroft Charitable Trust (£1,000).*

We received £66,670 in legacy gifts over the period.

Approach to Fundraising

The Howard League for Penal reform employs a Development Manager who leads on all our fundraising activities and line manages the Development Officer and Membership Officer. Our focus and successes in relation to fundraising has been from Trust and Foundations, and our wide range of members and donors. Any fundraising events are organised by our Development team. The Howard League for Penal Reform does not use external professional fundraisers or involve commercial participators. There has been a significant amount of positive feedback about our events including our fundraising activities and we are pleased to report that there have been no complaints about fundraising activity this year.

We are committed to providing the best possible standards for all our members and supporters. Our fundraising activities are carried out respectfully and we are a member of the Fundraising Regulator (FR) working within their agreed guidelines. We pledge to be compliant with the General Data Protection Regulation (GDPR), and at all times we respect the wishes of our members and supporters about how they are contacted, offering them frequent opportunities to change these preferences, which are recorded on our database.

Finances

Historically, the Howard League's financial year has run from June to May. We have taken the opportunity to reset our financial year to a more standard July to June financial year. Accordingly, these accounts cover 13 months, rather than 12 months.

For the period ended 30 June 2024, the Howard League recorded a net deficit, before other recognised gains and losses, of (£778,130). Our unrealised losses on investments were (£3,908). There was an upward movement on the revaluation of the fixed asset, 1 Ardleigh Road, by £600,000.

The financial picture is also influenced substantially by the fact that in 2022-2023, our accounts recognised legacies worth £611,573, which did not materialise until the year 2023-2024.

While the period-end position shows low levels of cash, the period immediately following the end of this financial period saw the receipt of a number of sizeable multi-year grants, on which the charity was waiting. This, combined with the sale of the property after period-end, has restored the charity to a healthy cash position in 2024-25.

Income

Total income received in 2023/2024 decreased by 32% to £928,952 (2023: £1,371,156). Our income figures in the 2023 were somewhat distorted by the recognition of a large legacy, which did not actually materialise until this financial period.

Details of our income this period are:

Donations and legacies £214,825

Charitable activities £682,470

Trading activities £14,631

Investments £ 7,057

Others £9,969

Expenditure

Staff costs

Staff costs account for 84% of the total costs of the organisation. During the period, the total average headcount was 22 (2023: 24).

Costs of generating funds

The cost of generating funds makes up 7% of our overall expenditure, an increase this period from £100,619 to £120,110. This includes fundraising salary costs and overhead costs based on staff time attributable to the fundraising function.

Principal risks and uncertainties

As part of the governance review, the Howard League adopted a new risk register. Risk is monitored regularly by the Senior Management Team and the Board; with the Finance, Audit and Risk Committee also having review of risk on its agenda.

At present, the main risks identified on the register are data protection; safeguarding; income generation; public perception and the inability of the organisation to influence government policy. For each risk, the Board has set its risk appetite and factors in mitigation are in place. There is regular review against performance.

Reserves policy

Both the Board and the Howard League's supporters recognise that the organisation operates in a policy environment that requires a long-term commitment if it is to achieve its mission. The nature of our work relies on high quality and timely product from staff. Therefore, it is the view of the Board that the Howard League needs a reserves level that will enable it to continue to attract the highest level of staff expertise and, in so doing, meet its long-term commitments to its supporters and beneficiaries. The reserves policy was discussed by the board and the policy was approved by the board.

A formal policy on reserves was agreed at the 23 January 2024 meeting of the Board of Trustees. The Board has set a reserves policy which requires:

- Reserves be maintained at a level which ensures that The Howard League for Penal Reform core activity could continue during a period of unforeseen difficulty.
- A proportion of reserves be maintained in a readily realisable form. The calculation of the required level of reserves is an integral part of the organisation's planning, budget and forecast cycle. It takes into account:

- Risks associated with each stream of income and expenditure being different from that budgeted.
- Planned activity level.
- Organisation's commitments.

For 2023-2024, the Board agreed that the target level of reserves should be in the region of six months' operational expenditure. At the end of the financial period, reserves were low, though a decision had been taken to sell the Howard League's building, allowing for replenishment of the general reserves. The building was successfully sold on 29 November 2024 for £2.4m. The excess of cash received over and above the required level of reserves will be invested in a property fund to cover the future accommodation costs of the charity .

Going concern statement

This year has seen a continued shift in the charity's approach to funding as the charity has sought to generate fresh funding from a variety of new sources with a view to create a more diversified and flexible funding base that is aligned with the charity's strategy.

To that end, the organisation has:

- Developed a pipeline of trusts and foundations grants with potential income value of over £1.8m;
- Set up a programme of major donor fundraising;
- Held the first meetings of a new volunteer-led Development Board tasked with securing multi-year gifts to support our core work;
- Continued to improve our reporting systems for engaging with members, including through the implementation of Raiser's Edge .

The Board has also dedicated considerable time to discussions of risk and financial management this year, including multiple discussions of risk appetite and the risks associated with the transformation of our approach to fundraising. The charity now benefits from an expert and engaged Finance, Audit and Risk Committee (FARC). The FARC was established in 2022 to provide closer oversight of our reserves, cashflows, and annual budgets (while recognising that ultimate responsibility for financial oversight remains with the Trustees). Finally, the Trustees have adopted a new Reserves Policy.

In the current financial period, the board decided to put the freehold property at Ardleigh Road on the market, with a view to securing office space in a more central location which better meets the needs of the staff. The sale was completed on 29 November 2024, at a value of £2.4m. Proceeds from the sale will be used to meet immediate financial obligations, to replenish reserves to meet the Reserves Policy, and to defray the future accommodation costs of the charity.

Given this, and considering the charity's reserves position, budget for 2024-25, and 12-month cashflow forecasts as at the date of signing these accounts, the Trustees consider the Howard League to be a going concern.

Public benefit

For nearly 160 years, the Howard League has been advocating for prisons to be used as a punishment of last resort, and for the better treatment of people in prison. This is not just for the

benefit of people in prison but recognises that society is made safer when penal policy is evidence-based and humane.

Direct beneficiaries of our work include: people living in prisons (on remand, post-conviction and post-sentence) and their families, including the children and young people who call our advice line and who have received representation from our legal team; people working in and running prisons; people who come into contact with police officers and who face court; people facing sentences; academics and students specialised in penal policy; practising lawyers, magistrates and judges; those providing support and supervision in the community including probation and community care workers; members of both houses of parliament across parties and civil servants engaged in penal policy. Direct beneficiaries also include the public at large, including victims of crime, who benefit both from our direct communication about penal policy and the state of prisons, and from a criminal justice system that keeps them safe.

The benefits of our work are demonstrated through: successful outcomes for children and young people who call our advice line and are clients of our legal work; the press and media picking up stories based on our work; the adoption of our recommendations in government penal reform initiatives; the referencing of our contributions to government consultations; the adoption of our suggested amendments to legislation; the acceptance of our arguments in third-party interventions in court judgments; academics positively engaging with the issues on which we are working; and greater understanding among the public and decision-makers of penal policy.

The Board has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in reviewing the strategy at its annual away day. The Board has considered how planned activities will contribute to the aims and objectives that have been set for the organisation. While some activities are available only to members, most of our work is available to the public free of charge. The Howard League website provides accessible information on our work to the public at large, including an increasing number of 'explainers' about aspects of penal reform.

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

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

- provision of independent research and analysis to external bodies, including the senior judiciary, government and politicians across the political spectrum to assist in formulating law, policy and practice related to penal policy matters, which can have significant benefit for people in the UK;
- dissemination of research and information about penal policy directly to Howard League members, the press and media outlets, and others including: people in prison, people working in prison, judges, barristers, solicitors, chartered legal executives, students, advisers to governments and non-governmental organisations, who are then better able to advise public and private bodies about penal policy issues; and,
- offering lectures and other events on penal policy issues that are open to the public to attend, to inform them about important issues which may affect their daily lives.

Plans for the future, from Chief Executive, Andrea Coomber

This Trustees Annual Report covers another year of transition for the Howard League. In July 2023, the Board adopted a new Strategy and accompanying Theory of Change, and the past year has seen the new strategy bed in across the organisation. It has presented challenges to the way we have worked, as exciting as these have been.

The context for our work has changed with a recent change of government. The previous government had tried to downplay the extent of the crisis in prisons; there are no votes in prisons in an election year. From day one, the new government has had to recognise that years of retrenchment of public spending and political neglect of the criminal justice system has meant that the penal system as it currently stands needs a rethink. They have been forced to release people early from prison, at 40% rather than 50% the way through their sentence, and the Secretary of State for Justice has publicly stated that the crisis is not one which they can build their way out of.

The coming year will see us build on the work on cross-organisational priorities that have been established in the past year. For example, the recent announcement of the Sentencing Review will provide us with a once-in-a-generation opportunity to bring down the drivers of an ever-higher prison population, and will undoubtedly absorb a lot of our work and focus in the coming year. We will soon have the full set of digitised data from the JENGBA surveys, which will provide a foundation for our work on secondary parties to joint enterprise, and we are in the process of setting up a retired senior judge-led expert group to determine a lasting solution to the IPP crisis.

Arguably the most significant change in my leadership of the Howard League has been the change in focus of our legal work, from an exclusive focus on providing legal advice and representation to children and young people in prison, to building a portfolio of litigation which challenges poor policy, procedures and practice across the estate. While to date the threat of our litigation seems to have been enough to change practice and reverse approaches, I expect that the coming year will see us launch actions against government around various aspects of prison management and prison conditions. This litigation will be ably supported by our campaigns and communications functions.

And behind the scenes, the biggest challenge of the coming year relates to securing the financial future of the charity. There is, I think, a feeling among our supporters and others in the sector, that the ubiquity of the Howard League means that it doesn't have to worry about funding. Nothing could be further from the truth. The new strategy is grounded very much in us setting our strategic priorities – all of which are focused on penal reform – and fundraising for that work. This is a new approach for the charity, and we need to build relationships with most institutional funders from scratch. The coming year will also see us launch an ambitious major donor and corporate appeal in advance of our 160th anniversary in 2026. Increasingly we have a good story to tell – high profile interventions, real influence on priorities in the prison service, and influence with government – it is time to have all of this work properly funded.

As ever, I am hugely grateful to the extraordinary staff at the Howard League and to the board, particularly its soon-to-depart Chair Fergus McNeill, who has been an amazing support in a difficult transition. I am also thankful for our amazing members and supporters. Our membership base is growing – in prison, but also beyond it. Our members really do provide authority for our voice, and we are committed to building our membership into a volunteer army for change.

Andrea Coomber KC (Hon.)

Structure, governance and management

Staffing

The key changes in staff in the past year have involved our Research Director, Anita Dockley leaving us after many years of service, in November 2023. Our legal caseworker, Ana Rosenthal also left us in January 2024. One of our legal administrators, Poppy Cabbage, left us in September 2024.

The nature of the Howard League's work can be challenging and upsetting. To support staff, and to nurture a healthy organisation, we have engaged an experienced group clinical practitioner, Patrick Mandikate, to work with staff on a fortnightly basis. He is wonderful and makes staff feel safer and supported.

We are hugely grateful to Nina Williams and her colleagues at Charles Russell Speechlys LLP for their advice and guidance to our human resources function.

Remuneration policy for key management personnel

The Howard League for Penal Reform is committed to ensuring a proper balance between:

- (i) paying our staff and others who work for us so that we attract and retain the best people for the job,
- (ii) and careful management of our charity funds. In so doing, we will ensure the greatest effectiveness in delivering our charitable objectives and meeting the needs of our beneficiaries. The Finance, Audit and Risk Committee (FARC) reports directly to the Board, they consider remuneration matters annually, usually ahead of the new financial period. However, remuneration matters may also be considered at other meetings if ad hoc issues arise during the year. The Chief Executive attends all meetings but leaves when his/her remuneration is discussed.

The annual formal considerations of the Committee are to:

- Consider and recommend to the Board any cost-of-living increases usually from 1 July annually which may be applicable to all staff.
- Ensure that remuneration is set at a level which is appropriate for a charity that wishes to pay sufficient, to attract, retain and motivate senior managers of the necessary quality and calibre to run the charity successfully in the long-term interests of present and future beneficiaries.

Governance

We are a registered charity and a company limited by guarantee, incorporated in England and Wales. As our constitutional documents were adopted in 1967, the Board has reviewed the charitable objects, and secured permission from the Charity Commission to update them. The new objects – which much better reflect our values and aspirations, while being faithful to our history – was adopted as part of updated Articles of Association at the 2023 AGM in December.

As part of the governance review, all policies and procedures are being checked and updated. We are grateful to Erica Handling and to Dechert LLP for their support with this process.

The governance structure

The Board members of the Howard League are directors of the company for the purposes of the Companies Act and are charity trustees as defined by section 177 of the Charities Act. All Board Members give their time voluntarily and receive no benefits from the charity. The Board is responsible for the overall governance of the Howard League.

The Chief Executive, Andrea Coomber, is responsible for leadership and management of the charity, meeting regularly with the Chair of the Board, Fergus McNeill, and consulting other Board members as required.

The Howard League is managed by the Senior Management Team, comprised of Gemma Abbott (Legal Director), Andrew Neilson (Campaigns Director); and Euginia Lolomari (Director of Finance and Operations) who work alongside Andrea. Euginia meets regularly with the Treasurer, John Tress, to review and discuss financial performance and challenges.

Operation of the Board

Board members are appointed at the AGM and there must be a minimum of three members and a maximum of 12; we currently have 10 in post. The Board meet in regular session four times per year, where they consider overall strategy, operational performance and the financial situation. They also have an annual Away Day for strategy development.

The Howard League generally recruits Board members from within our membership. Board members are appointed at the AGM for a three-year term. In line with recommendations of the UK Charity Governance Review of 2016, the proposed revised articles of association will see the introduction of two term limits for Board members, with the Chair and Treasurer serving for four years.

Board places are advertised in advance of the Annual General Meeting at which members are appointed. Board members have the power to appoint any person at any time to the Board to fill a vacancy, although this person will stand down and be re-elected at the next Annual General Meeting.

All new Board members are inducted by the Chair and Chief Executive, invited to meet with staff, and are provided with an induction pack which includes the Charity Commission guidance on the responsibilities of Trustees, the Charity Governance Code and copies of the articles of association, latest strategy, annual review, accounts and organisational structure.

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

Finance, Audit and Risk Committee

Set up in mid-2022, the Finance, Audit and Risk Committee comprises of two Board members – including the Honorary Treasurer – and three members of the Howard League with relevant expertise. The current members are John Tress (Hon. Treasurer), Ben Elger, Christina Line (trustee), Lucy Robinson, Delbert Sandiford and Tomas Thurgood-Hyde (trustee).

The Committee meet four times a year, with the Chief Executive and Director of Finance and Operations also attending. Among other things, the Committee's role is to:

- review the detailed draft annual budget and recommend its approval to the Board;

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

The Council

While not part of the formal governance structure, the past year has seen the introduction of a Council to advise the Board and staff. Reflecting our values of accountability, integrity, courage, collaboration, learning and excellence, in the summer of 2023 the Board establish an advisory council (the Council) to guide and support the work of the organisation.

The Council met in November 2023 and June 2024, providing weighty challenge and input across the range of the Howard League's work. Beyond the meetings themselves, Council members have facilitated meetings for us, have supported substantive pieces of work, have spoken at events and have actively expanded our network of supporters and partners. We are hugely grateful to them for their time and insights.

Statement of responsibilities of Board members

The Howard League's Board members (who are directors of Howard League for the purposes of company law and the charity trustees as defined by section 177 of the Charities Act 2011) are responsible for preparing the Trustees' Annual Report and the financial statements, in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

Board members are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Board is aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The Board has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The Board are members of the charity, but this entitles them only to voting rights. The Board have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP serves as the charity's auditor.

The Trustee's annual report has been approved by the Board on 17 January 2025 and signed on their behalf by

Fergus McNeill

Board member and Chair

Independent auditor's report

To the members of

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Opinion

We have audited the financial statements of The Howard League for Penal Reform (Incorporating the Howard Centre for Penology) (the 'charitable company') for the thirteen months ended 30 June 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 June 2024 and of its incoming resources and application of resources, including its income and expenditure for the period then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

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 Howard League for Penal Reform (incorporating the Howard

Independent auditor's report

To the members of

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Centre for Penology)'s ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 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

Independent auditor's report

To the members of

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Independent auditor's report

To the members of

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Capability of the audit in detecting irregularities

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

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Independent auditor's report

To the members of

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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.

Jonathan Orchard (Senior statutory auditor)

04 February 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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

For the 13 months ended 30 June 2024

	Note	13 months to June 2024			12 months to May 2023		
		Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income from:							
Donations and legacies	2	214,825	-	214,825	763,106	-	763,106
Charitable activities							
Campaigns, policy & research	3	285,000	85,000	370,000	84,000	80,000	164,000
Events, conferences & publications	3	118	-	118	68,193	-	68,193
Legal services for young people	3	63,183	55,270	118,453	36,380	144,321	180,701
Membership income	3	193,899	-	193,899	149,705	-	149,705
Other trading activities	4	14,631	-	14,631	13,369	-	13,369
Investments	5	7,057	-	7,057	32,082	-	32,082
Other		9,969	-	9,969	-	-	-
Total income		788,682	140,270	928,952	1,146,835	224,321	1,371,156
Expenditure on:							
Raising funds	6	120,110	-	120,110	100,619	-	100,619
Charitable activities							
Campaigns, policy & research	6	686,630	105,585	792,215	497,590	385,716	883,306
Events, conferences & publications	6	51,800	-	51,800	137,102	-	137,102
Legal services for young people	6	557,104	44,124	601,228	356,841	195,163	552,004
Membership	6	141,729	-	141,729	108,317	-	108,317
Total expenditure		1,557,373	149,709	1,707,082	1,200,469	580,879	1,781,348
Net expenditure before (losses) on investments		(768,691)	(9,439)	(778,130)	(53,634)	(356,559)	(410,193)
Net (losses) on investments		(3,908)	-	(3,908)	(21,308)	-	(21,308)
Net expenditure for the period / year before other recognised gains and losses		(772,599)	(9,439)	(782,038)	(74,942)	(356,559)	(431,501)
Gains on revaluation of fixed assets		600,000	-	600,000	400,000	-	400,000
Net movement in funds	17	(172,599)	(9,439)	(182,038)	325,058	(356,559)	(31,501)
Reconciliation of funds:							
Total funds brought forward		2,582,611	90,164	2,672,775	2,257,553	446,722	2,704,275
Total funds carried forward		2,410,012	80,725	2,490,737	2,582,611	90,164	2,672,775

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Balance sheet

As at 30 June 2024

Company no. 00898514

	Note	As at 30 June 2024		As at 31 May 2023	
		£	£	£	£
Fixed assets:					
Tangible assets	12		2,423,910		1,829,223
			2,423,910		1,829,223
Current assets:					
Investments	13		-	419,930	
Debtors	14	149,173		478,756	
Cash at bank and in hand		91,933		15,905	
			241,106	914,591	
Liabilities:					
Creditors: amounts falling due within one year	15	(174,279)		(71,039)	
Net current assets			66,827		843,552
Total net assets			2,490,737		2,672,775
The funds of the charity:					
Restricted income funds	17		80,725		90,164
Total unrestricted funds			2,410,012		2,582,611
Total charity funds			2,490,737		2,672,775

Approved by the trustees on 17 January 2025 and signed on their behalf by

Fergus McNeill
Chair

Statement of cash flows

For the 13 months ended 30 June 2024

Reconciliation of net (expenditure) / income to net cash flow from operating activities	13 months to 30-Jun-24 £	12 months to 31-May-23 £
Net (expenditure) for the reporting period (as per the statement of financial activities)	(182,038)	(31,501)
Depreciation charges	5,313	26,007
Losses on investments	3,908	21,308
Gain on revaluation of fixed assets	(600,000)	(400,000)
Dividends and interest from investments	(7,057)	(32,082)
Decrease / (increase) in debtors	329,583	(400,294)
Increase / (decrease) in creditors	103,240	(92,252)
Decrease/(increase) in cash held by investment broker pending reinvestment	-	(150,768)
Net cash provided by operating activities	(347,051)	(1,059,582)

	Note	2024		2023
		£	£	£
Cash flows from operating activities				
Net cash provided by operating activities			(347,051)	(1,059,582)
Cash flows from investing activities:				
Dividends and interest from investments		7,057		32,082
Proceeds from sale of investments		416,022		953,193
Purchase of investments		-		(29,994)
Net cash provided by investing activities		423,079		955,281
Change in cash and cash equivalents in the period			76,028	(104,301)
Cash and cash equivalents at the beginning of the period			15,908	120,205
Cash and cash equivalents at the end of the period			91,933	15,905

1 Accounting policies

a) Statutory information

The Howard League for Penal Reform (incorporating the Howard Centre for Penology) is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 1 Ardleigh Road, London, N1 4HS.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

c) Public benefit entity

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

d) Going concern

The Trustees have reviewed the going concern position (as set out in the Trustees' Report), and consider it appropriate for these Financial Statements to be prepared on the going concern basis.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

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

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

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

f) Donated services

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

g) Investment income and interest receivable

Investment income and interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the income due from the bank or investment manager.

Notes to the financial statements

For the 13 months ended 30 June 2024

1 Accounting policies (continued)

h) Fund accounting

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

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

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of furthering the purposes of the charity and their associated support costs

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

j) Allocation of support costs

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

- | | |
|--------------------------------------|-----|
| ● Campaigns, policy & research | 25% |
| ● Events, conferences & publications | 20% |
| ● Legal services for young people | 25% |
| ● Membership income | 10% |
| ● Support costs | 10% |
| ● Governance costs | 10% |

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

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

- | | |
|--------------------------------------|-----|
| ● Campaigns, policy & research | 60% |
| ● Events, conferences & publications | 5% |
| ● Legal services for young people | 20% |
| ● Membership income | 10% |
| ● Raising funds | 5% |

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities. These costs are split equally between the 5 activities listed above.

k) Operating leases

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

Notes to the financial statements

For the 13 months ended 30 June 2024

1 Accounting policies (continued)

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

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

● Office equipment	10 per cent per annum
● Library books	15 per cent per annum
● Computers	50 per cent per annum

The trustees have adopted a policy of reporting freehold land and buildings at market value. The last full valuation was carried out on 14 December 2023. In May 2024 the property was offered for sale, an offer was accepted for the sum of £2,400,000 and contracts exchanged on 29 July 2024, with completion on 29 November 2024.

An annual impairment review on the property and other fixed assets is undertaken to determine if circumstances indicate that the recoverable value of assets is materially lower than their value in the accounts. Any impairments identified are written off as extra depreciation through the statement of financial activities.

m) Listed investments

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

n) Accrued legal work income (WIP)

Income is recognised on casework earned and due ("work in progress" or "WIP") according to the time booked on the matter multiplied by the relevant legal aid or interpartes rate.

o) Debtors

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

p) Cash at bank and in hand

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

q) Creditors and provisions

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

r) Financial instruments

The charity only has both basic and non-basic financial assets and financial liabilities. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Non-basic financial instruments are measured at fair value with any gain or loss going to the statement of financial activities.

s) Pensions

All staff are auto enrolled in a work place defined contribution pension scheme contributing 10% of gross salary.

Notes to the financial statements

For the 13 months ended 30 June 2024

2 Income from donations and legacies

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Donations	148,155	–	148,155	151,533	–	151,533
Legacies	66,670	–	66,670	611,573	–	611,573
	214,825	–	214,825	763,106	–	763,106

The charity has been notified of a further potentially significant legacy where probate has been granted, but which does not meet the criterion of measurement before the period-end. It is not possible to accurately assess the potential value of this legacy, which had not been received by 1 December 2024.

3 Income from charitable activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Sigrid Rausing Trust	15,000	–	15,000	–	–	–
Firebird Trust	30,000	–	30,000	–	–	–
AB Charitable Trust	50,000	–	50,000	–	–	–
Treebeard	30,000	–	30,000	–	–	–
Bromley Trust	25,000	–	25,000	–	–	–
Esmée Fairbairn	–	80,000	80,000	24,000	80,000	104,000
Tolkien Trust	30,000	–	30,000	30,000	–	30,000
Annon Charitable Trust	–	5,000	5,000	–	–	–
Millward Charitable Trust	5,000	–	5,000	–	–	–
Henri Rossi	100,000	–	100,000	20,000	–	20,000
Allen & Overy	–	–	–	10,000	–	10,000
Sub-total for campaigns, research & policy	285,000	85,000	370,000	84,000	80,000	164,000
Income from sales of publications	118	–	118	–	–	–
Events and Conferences	–	–	–	68,193	–	68,193
Sub-total for Events, conferences & publications	118	–	118	68,193	–	68,193
The Lottery	–	–	–	–	63,743	63,743
Barrow Cadbury	–	500	500	–	20,500	20,500
The Legal Education Trust	–	25,770	25,770	–	22,244	22,244
BBC Children in Need	–	22,000	22,000	–	27,084	27,084
Millward Charitable Trust	–	5,000	5,000	–	10,000	10,000
Legal services for young people	63,183	2,000	65,183	36,380	750	37,130
Sub-total for Legal services for young people	63,183	55,270	118,453	36,380	144,321	180,701
Membership subscriptions	131,719	–	131,719	113,498	–	113,498
Income tax recoverable on subscriptions /donations	62,180	–	62,180	36,207	–	36,207
Sub-total for Membership income	193,899	–	193,899	149,705	–	149,705
Total income from charitable activities	542,200	140,270	682,470	338,278	224,321	562,599

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Notes to the financial statements

For the 13 months ended 30 June 2024

4 Income from other trading activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Royalties for publications	14,631	–	14,631	13,369	–	13,369
	<u>14,631</u>	<u>–</u>	<u>14,631</u>	<u>13,369</u>	<u>–</u>	<u>13,369</u>

5 Income from investments

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Income from stocks and shares	4,843	–	4,843	31,102	–	31,102
Interest receivable	2,214	–	2,214	980	–	980
	<u>7,057</u>	<u>–</u>	<u>7,057</u>	<u>32,082</u>	<u>–</u>	<u>32,082</u>

Notes to the financial statements

For the 13 months ended 30 June 2024

6a Analysis of expenditure (current year)

	Cost of raising funds £	Campaigns, research & policy £	Events, conferences & publications £	Legal service for young people £	Membership £	Governance costs £	Support costs £	2024 Total £
Staff costs (Note 8)	93,888	587,878	26,060	502,466	68,382	52,902	109,764	1,441,340
Other staff costs	-	309	-	2,159	-	-	3,700	6,168
Travel & Subsistence	-	5,158	-	2,532	-	2,030	352	10,072
Publication costs	-	450	-	4,940	1,372	-	762	7,524
Publicity & dissemination	195	12,052	-	-	-	-	2,622	14,869
Professional/Consultancy fees	-	38,802	-	11,791	35,206	1,750	-	87,549
Investment managers fees	287	-	-	-	-	-	-	287
Office and other expenses	-	474	-	2,709	-	-	22,006	25,189
Premises expenses	-	-	-	7,975	-	-	35,747	43,722
Miscellaneous expenses	-	29	-	371	-	92	1,499	1,991
Equipment purchase	-	-	-	-	-	-	-	-
Irrecoverable VAT	-	-	-	-	-	-	2,747	2,747
Equipment maintenance	-	-	-	7,457	-	-	30,143	37,600
Bank Charges	-	-	-	-	-	-	5,936	5,936
Audit & accountancy	-	-	-	-	-	16,775	-	16,775
Depreciation	-	-	-	-	-	-	5,313	5,313
	94,370	645,152	26,060	542,400	104,960	73,549	220,591	1,707,082
Support costs	11,030	132,354	11,030	44,118	22,059		(220,591)	-
Governance costs	14,710	14,709	14,710	14,710	14,710	(73,549)	-	-
Total expenditure 2024	120,110	792,215	51,800	601,228	141,729	-	-	1,707,082

Notes to the financial statements

for the year ended 31 May 2023

6b Analysis of expenditure (prior year)

	Cost of raising funds £	Campaigns, research & policy £	Events, conferences & publications £	Legal service for young people £	Membership £	Governance costs £	Support costs £	2023 Total £
Staff costs (Note 8)	66,821	577,116	39,385	413,734	37,459	30,274	105,167	1,269,956
Other staff costs	-	34,313	-	1,855	-	-	17,125	53,293
Travel & Subsistence	-	16,224	-	2,275	-	1,301	575	20,375
Publication costs	-	1,653	-	165	37,335	-	269	39,422
Publicity & dissemination	201	22,881	66,155	770	-	-	3,180	93,187
Professional/Consultancy fees	-	79,744	-	39,619	-	-	34,136	153,499
Investment managers fees	2,035	-	-	-	-	-	-	2,035
Office and other expenses	-	-	-	2,749	-	-	20,405	23,154
Premises expenses	-	-	-	8,132	-	-	23,497	31,629
Miscellaneous expenses	-	4,798	-	76	1,961	160	2,974	9,969
Equipment purchase	-	1,214	-	-	-	-	376	1,590
Irrecoverable VAT	-	-	-	-	-	-	5,133	5,133
Equipment maintenance	-	-	-	5,547	-	-	27,146	32,693
Bank Charges	-	-	-	-	-	-	7,131	7,131
Audit & accountancy	-	-	-	-	-	12,275	-	12,275
Depreciation	-	-	-	-	-	-	26,007	26,007
	69,057	737,943	105,540	474,922	76,755	44,010	273,121	1,781,348
Support costs	22,760	136,561	22,760	68,280	22,760	-	(273,121)	-
Governance costs	8,802	8,802	8,802	8,802	8,802	(44,010)	-	-
Total expenditure 2023	100,619	883,306	137,102	552,004	108,317	-	-	1,781,348
Total expenditure 2022	73,004	900,370	75,235	471,571	121,437	-	-	

Notes to the financial statements

For the 13 months ended 30 June 2024

7 Net expenditure for the period

This is stated after charging:

	2024	2023
	£	£
Depreciation	5,313	26,007
Operating lease rentals:		
Equipment	7,111	5,589
Auditor's remuneration (excluding VAT):		
Audit	16,775	12,275
	<u>16,775</u>	<u>12,275</u>

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

Staff costs were as follows:

	2024	2023
	£	£
Salaries and wages	1,190,725	1,034,900
Social security costs	131,590	115,113
Employer's contribution to defined contribution pension schemes	119,025	119,943
	<u>1,441,340</u>	<u>1,269,956</u>

The following number of employees received employee benefits (excluding employer pension costs) during the period between:

	2024	2023
	No.	No.
£60,001 – £70,000	1	–
£70,001 – £80,000	1	1
£80,001 – £90,000	2	2
£90,001 – £100,000	–	–
£100,001 – £120,000	–	1
£130,000 – £140,000	1	–

The total employee benefits including pension contributions and employers national insurance of the key management personnel were £530,281 (2023: £469,758)

Total termination costs in the period were £nil (2023: £54,571).

The charity trustees were not paid or received any other benefits from employment with the charity in the period (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £1,188 (2023: £1,528) incurred by 2 (2023: 3) members relating to attendance at meetings of the trustees.

Notes to the financial statements

For the 13 months ended 30 June 2024

9 Staff numbers

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

	2024 No.	2023 No.
Raising funds	2	2
Campaigns, policy & research	8	8
Events conferences & publications	1	1
Legal services for young people	7	9
Membership	1	1
Support	2	2
Governance	1	1
	22	23
	22	23

10 Related party transactions

Aggregate donations from related parties were £0 (2023: £nil).

There are no other related party transactions to disclose for 2024 (2023: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

11 Taxation

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

12 Tangible fixed assets

	Freehold property £	Computers £	Office Equipment £	Library books £	Total £
Cost or valuation					
At the start of the period	1,800,000	42,015	69,602	2,018	1,913,635
Revaluation	600,000	-	-	-	600,000
Disposals	-	-	-	-	-
	2,400,000	42,015	69,602	2,018	2,513,635
Depreciation					
At the start of the period	-	42,015	40,380	2,017	84,412
Charge for the period	-	-	5,313	-	5,313
	-	42,015	45,693	2,017	89,725
Net book value					
At the end of the year	2,400,000	-	23,909	1	2,423,910
At the start of the year	1,800,000	-	29,222	1	1,829,223

The historical cost of the freehold is £650,000. An offer on the property was received in 2024 of £2,400,000 and accepted. The trustees consider this indicates the fair value of the property at period-end. The property was sold on 29 November 2024.

Notes to the financial statements

For the 13 months ended 30 June 2024

13 Listed investments

	2024 £	2023 £
Fair value at the start of the period	419,930	1,213,669
Additions at cost	-	29,994
Disposal proceeds	(416,022)	(953,193)
Cash	-	150,768
Net (loss) on investments	(3,908)	(21,308)
	<u>-</u>	<u>419,930</u>
Fair value at the end of the period	<u>-</u>	<u>419,930</u>

Investments comprise:

	2024 £	2023 £
UK Common investment funds	-	227,868
Shares listed on the London Stock Exchange	-	41,294
Cash	-	150,768
	<u>-</u>	<u>419,930</u>

14 Debtors

	2024 £	2023 £
Other debtors	52,722	405,465
Accrued Legal work income	48,509	49,629
Disbursements	4,725	18,495
Accrued income	43,217	5,167
	<u>149,173</u>	<u>478,756</u>

15 Creditors: amounts falling due within one year

	2024 £	2023 £
Loan	100,000	-
Trade creditors	21,345	18,166
Taxation and social security	30,920	33,149
Accruals	22,014	19,724
	<u>174,279</u>	<u>71,039</u>

The loan of £100,000 was agreed in January 2024 with an initial interest-free period of 6 months followed by interest at 5% per annum and fully repayable within one year of receipt of funds.

Notes to the financial statements

For the 13 months ended 30 June 2024

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

	General unrestricted £	Designated property funds £	Restricted £	Total funds £
Tangible fixed assets	23,910	2,400,000	-	2,423,910
Net current assets	(13,898)	-	80,725	66,827
Net assets at 30 June 2024	10,012	2,400,000	80,725	2,490,737

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

	General unrestricted £	Designated property funds £	Restricted £	Total funds £
Tangible fixed assets	29,223	1,800,000	-	1,829,223
Net current assets	753,388	-	90,164	843,552
Net assets at 1 July 2023	782,611	1,800,000	90,164	2,672,775

17a Movements in funds (current period)

	At 1 June 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 30 June 2024 £
Restricted funds:					
Legal work (Adviceline)	-	29,000	(13,854)	-	15,146
Big Lottery – Legal work	4,000	-	(4,000)	-	-
Sentencing– young adults	-	500	(500)	-	-
The Legal Education Trust	-	25,770	(25,770)	-	-
Prison Radio Association	-	5,000	(5,000)	-	-
Crime & problem gambling	6,827	-	(6,827)	-	-
Racial disparity research	79,337	80,000	(93,758)	-	65,579
Total restricted funds	90,164	140,270	(149,709)	-	80,725
Unrestricted funds:					
Designated property funds:					
Property fair value reserve fund	1,150,000	600,000	-	-	1,750,000
Property historic cost fund	650,000	-	-	-	650,000
Total designated property funds	1,800,000	600,000	-	-	2,400,000
Total designated funds	1,800,000	600,000	-	-	2,400,000
General funds	782,611	788,682	(1,561,281)	-	10,012
Total unrestricted funds	2,582,611	1,388,682	(1,561,281)	-	2,410,012
Total funds	2,672,775	1,528,952	(1,710,990)	-	2,490,737

Notes to the financial statements

For the 13 months ended 30 June 2024

17b Movements in funds (prior year)

	At 1 June 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 1 July 2023 £
Restricted funds:					
Legal work (Adviceline)	-	37,834	(37,833)	-	1
Big Lottery – Legal work	54,842	63,743	(114,585)	-	4,000
Sentencing– young adults	-	20,500	(20,500)	-	-
The Legal Education Trust	-	22,244	(22,244)	-	-
Reducing arrests of women	2,500	-	(2,500)	-	-
Crime & problem gambling	319,143	-	(312,317)	-	6,826
Racial disparity research	70,237	80,000	(70,900)	-	79,337
Total restricted funds	446,722	224,321	(580,879)	-	90,164
Unrestricted funds:					
Designated property funds:					
Property fair value reserve fund	750,000	400,000	-	-	1,150,000
Property historic cost fund	650,000	-	-	-	650,000
Total designated property funds	1,400,000	400,000	-	-	1,800,000
Strategic fund	620,704	-	(620,704)	-	-
Total designated funds	2,020,704	400,000	(620,704)	-	1,800,000
General funds	236,849	1,146,835	(601,073)	-	782,611
Total unrestricted funds	2,257,553	1,546,835	(1,221,777)	-	2,582,611
Total funds	2,704,275	1,771,156	(1,802,656)	-	2,672,774

Notes to the financial statements

For the 13 months ended 30 June 2024

17 Movements in funds (continued)

Purposes of restricted funds

Legal work (Adviceline)

Specialist adviceline for young people in custody.

Prison radio association

To promote the work of the Howard League for Penal Reform in prisoners on Prison Radio, working in collaboration with Prison Radio Association.

Sentencing – young adults

A review of sentencing judgments for young adults.

Reducing arrests of women

Programme for reducing arrests of women.

Crime and Problem Gambling

This is a 3 year commission to look into the between problem gambling and crime, it commenced in January 2019. Due to the pandemic period the commission will conclude in March 2023.

The Legal Education Trust

Matched funding for Justice First Fellowship for caseworker in the Legal team 2 years started January 2020 and completed February 2024, with 2 trainees over the 4 years.

Big Lottery – Legal work

Participation work delivered by the legal team over 3 years – started March 2020

Racial disparity research

This is a 3 year project started May 2022 funded by Esmee Fairbairn to investigate the racial disparity in the youth justice estate.

Property

The value of the original restricted donation towards the purchase of the office. See transfers between funds note below.

Property historic cost fund

The value of the original historic cost of the property.

Property fair value reserve

Demonstrates the gain on the property revaluation compared to its historic cost.

Strategic fund

This fund was designated by the trustees to strengthen the Howard League position through a period of recession and uncertainty, and to fund income shortfall. Decisions to use this fund were agreed by the board on the basis of strategic principles set down during the budgeting process.

Notes to the financial statements

For the 13 months ended 30 June 2024

18 Operating lease commitments

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

	Equipment	
	2024	2023
	£	£
Less than one year	7,111	5,589
One to five years	3,760	10,871
	<u>10,871</u>	<u>22,104</u>

19 Legal status

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

20 Post balance sheet events

The charity's property on Ardleigh Road was sold after the year-end with completion on the 29 November 2024.

Accounts

Company number: 898514
Charity number: 251926

Howard League for Penal Reform

(Incorporating the Howard Centre for Penology)

Report and financial statements
For the year ended 31 May 2023



Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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Reference and administrative information

For the year ended 31 May 2023

Company Number 898514 registered in the United Kingdom

Charity Number 251926 registered in England and Wales

Registered office and operational address 1 Ardleigh Road
London
N1 4HS

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

Professor Ben Bradford
Adrian Briggs
Zubaida Haque
Sally Lewis, Honorary Treasurer
Gerry Marshall (until December 2023)
Professor Fergus McNeill, Chair
Professor Pamela Taylor (until January 2023)
John Tress (from November 2022)
Tomas Thurogood-Hyde (from April 2023)
Charles Bland (From April 2023)
Alexandra Marks CBE (from November 2022)

Honorary President Lord Macdonald KC

Key management personnel Andrea Coomber KC (Hon.) Chief Executive

Euginia Lolomari	Director of Finance and Operations
Andrew Neilson	Director of Campaigns
Anita Dockley	Director of Research (Until Nov 2023)
Gemma Abbott	Legal Director (from March 2023)

Staff

Lee Brown	Research Assistant
Dr Helen Churcher	Research and Project Officer
Poppy Cabbage	Legal and Projects Support Officer
Amy Dolley	Policy and Public Affairs Officer (from Feb 2023)
Marie Franklin	Solicitor (until July 2023)

Reference and administrative information

For the year ended 31 May 2023

Steve Gallant	Development Support Officer
Leela Jadhav	Policy Officer (until September 2023)
Dr Tim Kerr	Membership Officer
Noor Khan	Press and Public Affairs Officer
Katie Logue	Communications Coordinator
Sophie Lumsden	Development Manager
Sinead MacCann	Managing Solicitor
Adriana Matrigiana	Trainee Solicitor
Rob Preece	Communications Manager
Ana Rosenthal	Caseworker (Until Feb 2024)
Claire Salama	Managing Solicitor
Anna Spencer	Solicitor
Ayomide Sotubo	Policy Officer (From September 2023)
Catryn Yousefi	Programmes Manager (until January 2023)
Ryan Walker	Executive Assistant (from October 2022)

Finance, Audit and Risk Committee members

Ben Elger
Sally Lewis
Gerry Marshall
Lucy Robinson
Delbert Sandiford
John Tress

Consultant

Gemma Buckland, Commission on Crime and Gambling Related Harms

Editor-in-Chief of the Howard Journal of Crime and Justice

Professor Ian Loader, University of Oxford

Editors

Professor Rachel Condry	University of Oxford
Dr David Green	John Jay College, New York, USA
Professor Elena Larrauri	Universitat Pompeu Fabra, Barcelona, Spain
Professor Simon Mackenzie	Victoria University of Wellington, New Zealand

Managing Editor

Anita Dockley (until Nov 2023) Howard League for Penal Reform

Book Review Editor

Dr Mary Rogan

Trinity College Dublin, University of Dublin, Ireland

Publishing Editor Brenda McWilliams

Bankers

NatWest Bank Plc
PO Box 1357
169 Victoria Street
LONDON
SW1E 5BT

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House
110 Golden Lane
LONDON
EC1Y 0TG

**Investment
advisors**

Cazenove Capital
Schroder & Co Ltd
31 Gresham Street
London EC2V 7QA

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Trustees' annual report

For the year ended 31 May 2023

The trustees present their report and the audited financial statements for the year ended 31 May 2023.

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

Trustees' annual report

For the year ended 31 May 2023

Criminal justice in England and Wales remains in turmoil. No fewer than five law-and-order bills were announced in the King's Speech, which sets the direction for the government's programme. The prisons minister most recently appointed is the tenth to take on the role in the last five years. But while they come and go at such speed, the penal system seems to grind to a halt, or worse, to regress. Bedford, where John Howard began his penal reform mission some 250 years ago, has become the fifth prison in a year to be made the subject of an urgent notification because conditions are so dire. All these developments have occurred in the month before I write this foreword, and we can expect many more with a general election looming on the horizon.

For those at the centre of the system, whose fate and future is the responsibility of the state and the system that punishes them, the daily reality is chronic overcrowding, staff shortages, a lack of opportunities for education and employment, glacially slow progression towards release, and even security failures (even including a high-profile escape). The hundreds of letters and calls the Howard League received from people inside, and from their families powerfully attest to the abysmal dysfunction of our so-called justice system. We hear the same message (usually quietly and privately) from the legions of practitioners (in the courts, in prisons, in probation) whose efforts to support positive change — to make reintegration meaningful — are continually frustrated by the absence of brave political leadership that the sector so desperately needs. Instead, all too often, we hear only populist posturing and the evidence-lite policymaking that accompanies it. Yet, in spite of the many challenges, there is hope to be found in the pages that follow.

For years, we have raised awareness about the ineffectiveness of short prison sentences; now, at last, ministers have proposed legislation for a presumption against them. Through our legal work, we have continued to provide advice and support to many children and young adults in custody. We have produced educational resources to help people understand remand and recall. We have supported grassroots campaigns groups, held packed-out events at party conferences, and made a host of recommendations for reform in the final report of our Commission on Crime and Gambling-Related Harms. This report also provides information about what we intend to do next. We have devised a new five-year strategy, which focuses on the acute crisis in prisons, with particular emphasis on the growing use of remand, the ongoing imprisonment for public protection (IPP) scandal, joint enterprise and sentencing. That strategy is firmly rooted in the evidence we have gathered from our members and supporters on both sides of the prison walls, and from our academic and practice colleagues. In all of this, therefore, we rely on the support of our members and our funders. As you read this report, please consider what role you might play in our work to build a more humane and effective response to crime.

Professor Fergus McNeill
Chair

Objectives and activities

The Howard League for Penal Reform is the oldest penal reform charity in the world. We were established in 1866 as the Howard Association, named after John Howard, the first English prison reformer. In 1921 we merged with the Penal Reform League, forming the Howard League for Penal Reform.

Purpose and priorities 2019–2023

In July 2023, our Board agreed a new strategy that will take us to 2028. Given that most of the timeframe covered by this Trustees' Annual Report was under the earlier Strategy, this report focusses on delivery of its ambition.

Over the period from 2019 to July 2023 the Howard League has focused on three broad strategic priorities.

1) Stemming the flow

The Howard League focusses on stemming the flow of people into the system, advocating for solutions which as much as possible lie outside of the criminal justice system.

The criminal justice system is not a static repository of people. It is better understood as a flow of individual lives, from point of arrest, through community interventions, all the way to the population in penal custody and beyond.

For several years now, a key activity in respect of 'stemming the flow' has been the work of the Commission on Crime and Gambling Harms, which is run by the Howard League. We have also undertaken significant work in respect of the arrests of women and children which is outlined below.

2) Better justice

The Howard League will work on better justice which emphasizes rights and remedies. When solutions must be sought from within the system, these should be as non-invasive and flexible as possible. Prison must be a true last resort.

The Howard League's legal team has focused on the quality of justice for children and young people in custody. Through our access to justice service, we have advised

Trustees' annual report

For the year ended 31 May 2023

hundreds of children and young people each year advocating for their rights in prison and supporting their return to the community. In the past year we have undertaken several projects that aim to improve and better understand their experience in custody.

Our Campaigns team is committed to sharing the experiences of people in custody with the public, amplifying key findings from reports from His Majesty's Inspectorate of Prisons and Independent Monitoring Boards. We also respond to government consultations and developments in Parliament, with a view to reducing the prison population and improving conditions in prisons.

3) Strengthening the charity

The Howard League has focused on strengthening the charity which speaks to our vision of being a well-managed, well-governed and sustainable charitable organisation. In particular, we have continued to devote efforts to grow our membership, expand our influence and maintain our independence.

In the past year the Chief Executive – supported by the Senior Management Team – has pursued significant change in respect of the governance and management of the charity, as outlined below.

Values

We have elaborated a Cultural Compass that underpins our approach to our work, to each other and to those we work with. Our key values are excellence, learning, accountability, integrity, collaboration, and courage. We regularly reflect on these behaviours and mindsets, ensuring that our values are alive in our daily work.

We are an anti-racist and an anti-discriminatory organisation. We invest in building an inclusive organisation with diverse members, staff and leadership. We ensure that our staff are equipped to challenge racism and discrimination in all its forms, wherever they see or experience it.

Public benefit

For more than 150 years, the Howard League has been advocating for prisons to be used as a punishment of last resort, and for the better treatment of people in prison. This is not just for the benefit of people in prison but recognises that society is made safer when penal policy is evidence-based and humane.

Direct beneficiaries of our work include: people living in prisons (on remand, post-conviction and post-sentence) and their families, including the children and young people

Trustees' annual report

For the year ended 31 May 2023

who call our advice line and who have received representation from our legal team; people working in and running prisons; people who come into contact with police officers and who face court; people facing sentences; academics and students specialised in penal policy; practising lawyers, magistrates and judges; those providing support and supervision in the community including probation and community care workers; Members of Parliament across parties and civil servants engaged in penal policy. Direct beneficiaries also include the public at large, including victims of crime, who benefit both from our direct communication about penal policy and the state of prisons, and from a criminal justice system that keeps them safe.

The benefits of our work are demonstrated through: successful outcomes for children and young people who call our advice line and are clients of our legal work; the press and media picking up stories based on our work; the adoption of our recommendations in government penal reform initiatives; the referencing of our contributions to government consultations; the adoption of our suggested amendments to legislation; the acceptance of our arguments in third-party interventions in court judgments; academics positively engaging with the issues on which we are working; and greater understanding among the public and decision-makers of penal policy.

The Board has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning elaborating the new Strategy and Theory of Change. The Board has considered how planned activities will contribute to the aims and objectives that have been set for the organisation. While some activities are available only to members, these are in the minority and the vast majority of our work is available to the public free of charge. The Howard League website provides accessible information on our work to the public at large.

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

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

- provision of independent research and analysis to external bodies, including the senior judiciary, government and politicians across the political spectrum to assist in formulating law, policy and practice related to penal policy matters, which can have significant benefit for people in the UK.
- dissemination of research and information about penal policy directly to Howard League members, the press and media outlets, and others including: people in prison, people working in prison, judges, barristers, solicitors, chartered legal executives, students, advisers to governments and non-governmental organisations, who are then better able to advise public and private bodies about penal policy issues; and,

Trustees' annual report

For the year ended 31 May 2023

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

Achievements and performance

The charity's main activities 2022–23 are described below. All its charitable activities focus on reform of the penal system and supporting those within it. These are undertaken to further the Howard League's charitable purposes for the public benefit.

Stemming the flow

The Commission on Crime and Gambling Related Harms

The Commission on Crime and Gambling Related Harms (formerly the Commission on Crime and Problem Gambling) was set up in 2019 to understand the links between crime and gambling related harm. This work was funded by the Gambling Commission (£1.8million over three years).

The Commission was chaired by Lord Peter Goldsmith KC, alongside 12 other Commissioners:

- Andrew Black, co-founder of Betfair
- Prof Henrietta Bowden-Jones OBE, FRCPsych, BA (Hons), DOccMed, MD (Imperial), Founder and Director of the National Problem Gambling Clinic
- (Retired) Assistant Chief Constable Matt Burton, Cheshire Police
- Dr John Chisholm CBE, Chair, Medical Ethics Committee, British Medical Association
- Jon Collins, Chief Executive, Prisoners' Education Trust
- Elizabeth Morony, Partner, Clifford Chance LLP
- Andrew Neilson, Director of Campaigns, Howard League for Penal Reform
- Neil Platt, Clinical Director, Beacon Counselling Trust
- Sarah Ramanauskas, Senior Partner, Gambling Integrity
- Gerda Reith, Professor of Social Science, University of Glasgow
- Norma Stephenson OBE, Councillor, Stockton on Tees Borough Council
- Sue Wade OBE

The Commission produced a number of research reports, detailed previously, three of which were published in 2023:

- *Holding it all together and picking up the pieces: Women's experiences of gambling and crime* (March 2023)

Trustees' annual report

For the year ended 31 May 2023

- *Exploring gambling and its role within prison culture: You can be flying high, then fighting* (March 2023)
- *Lived experiences of gambling, gambling-related harms, and crime within ethnic minority communities* (April 2023)

The Commission came to a close in April 2023, concluding with a final report and reception at the House of Lords hosted by its Chair Lord Goldsmith KC. The final report was informed by the Commission's research and made practical and structural policy recommendations.

The work of the Commission was widely disseminated, including at academic conferences; to the Ministry of Justice; to Local Criminal Justice Boards; to Police and Crime Commissioners; and at political party conferences. The Howard League hosted well attended events at the Labour Party Annual Conference in September 2022 and the Conservative Party Conference in October 2022. Our planned event at the Liberal Democrats annual conference was cancelled, along with the whole conference, due to the death of the Queen.

The work of the Commission was also showcased at the Howard League's conference 'Crime, Justice and the Human Condition', at Keble College, Oxford in September 2022. The conference was supported by the funds of the Commission and included plenary sessions on gambling related harm; research presentations; bursary places for early career academics in the field; and an exhibition stand.

The Commission garnered media interest, with dedicated radio episodes (File on 4, Woman's Hour) and newspaper articles.

Although the Commission has come to an end, external parties remain interested in its work and we maintain a light-touch role in monitoring policy recommendations. Activities include a presentation to the Scottish Gambling Education Network (August 2023), an event at the Ministry of Justice Insights festival (October 2023), an invitation by DCMS to discuss their research agenda, and ad hoc engagement with PCCs. To ensure a positive legacy, the Commission also engaged with sector organisations (e.g., GambleAware) and it is hoped that they will take up the baton of the Commission's work.

Stemming the flow – Racial disparity in youth justice

In February 2023, we formally launched our three-year project interrogating racial disparities in youth justice, with an event titled 'What would an anti-racist youth justice system look like?' Among the speakers at the event, held at the London office of law firm Travers Smith LLP, were Baroness Chakrabarti, Keir Monteith KC, and Aika Stephenson.

Trustees' annual report

For the year ended 31 May 2023

In the past year our work has focused on remand and joint enterprise. Our remand work looks at the causes of disparity in youth custodial remand. According to government policy, youth custodial remand should only be used as a last resort. But with record numbers of children remanded to custody (and with disproportionate numbers of Black children), it is clear that this policy is not being implemented effectively, or evenly.

To understand the reasons behind this, we have spoken to key actors in the decision-making process, including Youth Justice Services, magistrates, legal practitioners, children on, or with experience of, remand, staff in secure settings, and Local Authority placements teams. We will publish a report in the Autumn of 2023 on remand of racially minoritised children.

The report will form part of an evidence base with which to lobby decision makers across government, policy, and the judiciary, in order to reduce the use of remand and improve outcomes for racially minoritised children.

Supporting crime cutting projects

The Howard League Community Awards celebrate organisations and projects deserving of recognition and praise for their excellent work in the community. The range and diversity of the nominated programmes, each delivering services in difficult circumstances has been remarkable.

The judging for the 2022's awards saw 30 projects shortlisted across the six categories (adults, children, L&D, racial disparities, restorative approaches, women). It was also decided not to give the award to the Criminal Justice Champion. The winners included Willowdene Rehabilitation LTD and Working Chance winning 'Organisation of the year'. The Golden Key won the racial disparities award. An event announcing the winners and to celebrate their work took place online on 22 November 2022. Our huge thanks to Professor Ben Bradford for chairing the awards.

After reviewing the Community awards, we have decided to pause for 2023/24.

Government and public affairs

It has been another busy year in Westminster with political convulsions within the ministerial team at the Ministry of Justice.

In October 2022, Rachel McLean MP, then a Minister, spoke at our fringe event at the Conservative Party conference. Former Minister Alex Chalk KC MP, at the time on the back benches, also spoke passionately about the need for prison reform; he is now the Secretary of State for Justice. We also held a very well-attended fringe at Labour conference, where

Trustees' annual report

For the year ended 31 May 2023

Ellie Reeves MP, then the shadow justice minister spoke with Baroness Chakrabarti and Kate Green MP, as she then was. The Liberal Democrats annual conference was cancelled at the last minute due to the death of Queen Elizabeth II.

Despite the difficult public affairs environment, the Howard League has continued to engage with policy consultations. We have made submissions to the mental health and wellbeing plan discussion paper; the Justice Committee's inquiry on public opinion and understanding of sentencing; the SEND review; to the Bill Committee for the draft Mental Health Bill; and to the Welsh Parliament's Equality and Social Justice Committee inquiry on women's experiences in the criminal justice system.

Much of 2023 has seen us engaged on the draft Victims and Prisoners Bill. The Howard League echoes concerns that the Bill does not go far enough to support victims of crime, and instead takes an unhelpful and overly punitive approach to prisoners' rights. Part III of the Bill has been included without adequate scrutiny – indeed, several of its provisions were not included in the root and branch review. As such, the Howard League proposes that part III, which concerns prisoners, is removed, so that this legislation becomes one focused on victims, as was initially intended.

Following a speech given by the President of the Prison Governors' Association (PGA) at the APPG on Penal Affairs in May 2023, warning that the prison estate was just weeks away from reaching its maximum capacity, we wrote to the Justice Secretary to make suggestions to address overcrowding. We received a detailed and thoughtful response, focusing on the government's plans to build more prison places.

Better Justice

Advice and legal representation for children and young adults

We are proud that the Howard League runs the country's only dedicated advice line for children and young people in custody, receiving hundreds of requests for legal assistance from or on behalf of children and young people every year.

Children and young people in custody are some of the most vulnerable people in our society, often with limited experience or capacity to advocate for themselves. As a consequence, they are particularly exposed when systems fail them. Current conditions in custody are nothing short of catastrophic. We know from calls to our advice line that time out of cells is woefully short, children and young people lack opportunities to exercise and socialise, and education provision is inadequate. Many report feeling unsafe, with rates of violence and self-harm in some prisons soaring. There are growing trends towards more incidences of solitary confinement, use of force and restraint.

Trustees' annual report

For the year ended 31 May 2023

Through our legal service, we inform, advise and advocate for children and young people on a range of different issues – including those arising from these systemic problems – making sure that they can understand their legal rights, empowering them to take action themselves and acting on their behalf.

In the last 12 months, the legal team provided advice and assistance to 327 children and young people aged 21 and under in 494 separate matters, including their treatment in custody, adjudications, transfers, and release planning.

We also pursued 46 cases, funded by legal aid, to help children and young people with treatment issues in custody, adjudications, recall and parole and resettlement.

Notable developments over the past year include the communication of the *AB* complaint to the European Court of Human Rights, in which it was argued that *AB*'s treatment in solitary confinement as a child was inhumane and degrading treatment in breach of Article 3 rights under the Convention. This year we have also taken legal action on behalf of a child who spent more than three months in segregation at a Young Offenders Institution, during which time he had access to a limited regime and inadequate education. We have supported other young people to be moved off prolonged segregation following intervention from us via our access to justice service.

We have continued to advise and support children and young people with complaints to prisons, the Prisons and Probation Ombudsman, NHS trusts and local authorities. Successful complaints have included a finding by the PPO that a young adult with learning disabilities should have been granted Tarrant representation at an adjudication; and a finding that a YOI's response to a complaint about racial discrimination by a Black child had not been properly investigated.

We continued to hear about the inadequacy of education provision in custody through our advice line, and from a survey of children and advocates across the children's estate. Key themes include the lack of opportunities to take qualifications, lack of access to laptops to complete independent study, the unequal access to education on enhanced support units and staffing issues impacting on access to education. We have supported one child to challenge the failure to provide them with their statutory entitlement to education and challenged a local authority's failure to update a young adult's Education, Health and Care Plan.

We have advised and assisted young people to get transferred to prisons closer to their home area, or away from prisons where they felt unsafe, or were unable to complete certain offending behaviour programmes. We sent pre-action correspondence on behalf of two young adults at the same prison who had not had face-to-face contact with their

Trustees' annual report

For the year ended 31 May 2023

families for more than two years, resulting in both being transferred to prisons closer to their home areas.

We continued to represent children and young people in respect of parole, recall and early release, working to ensure young people had appropriate accommodation and support upon leaving prison. Successes include release by the parole board of a young adult who had been recalled for an offence he committed when he was 13 and executive release of an 18-year-old client, avoiding the need for a hearing in front of the parole board.

We continued to advise children and young people about their social care rights. Successes include securing accommodation for 17-year-old boy who had no accommodation the day before his release; and ensuring children's services sourced suitable accommodation for a 15-year-old boy to enable the court to meaningfully consider the option of a community sentence. We also continued to help young people to access the support they are entitled to as care leavers by virtue of time spent on remand, with successes in this area including establishing care leaver status for a child following the threat of legal action against a local authority; and securing backdated financial support from a local authority for a young person serving a life sentence.

As well as providing a valuable service for those children and young people who contact us, our advice line continues to provide us with a priceless ear to the ground in terms of the state of the custodial estate, both for children and adults. This has supported and enhanced our campaigns and media work, for example in response to the urgent notification issued by HMIP for HMYOI Cookham Wood in April 2023, and also informed discussions on potential priority areas and litigation work for our new Strategy.

Project work on better justice for children and young people

We have pursued several projects aimed at improving the quality of justice for children and young people in custody.

Improving children's understanding of their rights

In May 2019, we were granted four years of funding (including a year of extension funding) by BBC Children in Need to work to improve children's knowledge of their rights and skills at dealing with authority, and to promote their rights through advocacy and intervention on their behalf.

This year we have continued to use this funding to advise children in custody about their legal rights and entitlements through our access to justice service. The funding allowed us to continue to have extended advice line hours. In March 2023 we also delivered

workshops on children's rights for Barnardo's advocates across the children's custodial estate.

Empowering young people in custody

In April 2020, we received three years of funding from the Big Lottery Fund to work on empowering young people in custody to understand and use the law to achieve better outcomes for themselves, to embed good practice, and to encourage lasting systems change. The final year of our project focused on using in-cell technology in prison as a platform for new legal educational resources.

We surveyed 130 children across three different children's prisons about how they use in-cell technology. Children overwhelmingly told us they preferred video content. We created an animated video, with design studio Ave, explaining what it means to be released on license and the process of recall to prison if you breach those conditions. Recall is a common issue that young people calling our legal advice line seek advice about and one that they find confusing.

The video has been uploaded to the prison service's intranet which every prisoner who has in-cell technology can access. We have also shared this video widely on our social media networks, as well as with every Director of Children's Services in England. We are continuing to disseminate our video.

We also continued embedding our previous year's work on children on remand. We worked with a youth specialist barrister at Garden Court Chambers and the Youth Justice Legal Centre to develop training materials on bail and remand. These materials are being used by the Youth Justice Legal Centre to train youth justice services, solicitors and barristers who work with children at risk of being remanded.

We presented the remand work at a conference organised by London Accommodation Pathfinder in March 2023. We also commissioned Transform Justice to produce a podcast episode, published in July 2023, to discuss the law on remand and the impact of the changes in the law on remand for children.

Understanding young adults on remand

In Autumn 2022 the Howard League launched a project, supported by the Barrow Cadbury Trust, to better understand the experiences of remanded young adults. The project builds on previous work by the Howard League looking at the specific needs of young adults, including the role of maturity in the sentencing of young adults, sentencing principles for young adults, and issues facing young adults in prison during Covid.

In October 2023 we published a briefing which includes the experiences, voices and lessons to be learned from a group of remanded young adults aged 18–20 in a male Category B prison. It is informed by discussions with criminal justice professionals who work with remanded young adults in England and Wales and the Howard League's work representing individual young adults across the prison estate through its specialist legal advice service. We also published a legal guide for remanded young adults to help them better understand their rights whilst remanded.

Justice and Fairness in Prison

This reporting period saw the launch of a new-look 'HL in the News' e-newsletter, providing links to all media coverage of the charity's work and other articles of interest.

Highlights from the first edition included two long-read articles in the Guardian – one on remand, the other on conditions in Nottingham prison. We contributed to an Independent article on how people in prison have been spending 23 hours a day locked inside their cells. Our response to an inspection of Werrington prison was reported by the BBC, Metro and local media. Several media outlets carried our analysis of the Ministry of Justice's quarterly safety in custody statistics.

Beyond informing our policy work, we have brought these experiences to public attention over the past year, though work with the press, media and through blog posts. We regularly speak to the media in response to reports of His Majesty Chief Inspector of Prisons and Independent Monitoring Boards, providing context for reports of particular prisons.

We continue to improve our ways of communicating our work. As of 22 August 2023, the Howard League social media audience stood at 45.8K. This consisted of 34.6K followers on X (formerly Twitter), 5,667 Facebook likes, 3,978 LinkedIn followers, 1,085 Instagram followers, 339 YouTube subscribers, and 127 Threads followers.

In August 2023, we put out a press release explaining the negative implications of Lowdham Grange transitioning from Serco to Sodexo, this article made it on to the front page of the Observer.

Trustees' annual report

For the year ended 31 May 2023

We have issued 30 press releases since September 2022. Our response to the Ministry of Justice's quarterly safety in custody statistics bulletin was reported by 16 outlets across the country in articles about their local prisons, while our view of an inspection report on Cookham Wood prison was quoted in MSN News and Kent Online.

Our responses to a National Audit Office (NAO) report on resettlement and an Independent Monitoring Board report on women's mental health were both featured on politics.co.uk, with the NAO response also being reported in FE News.

We had another great month for coverage in August 2023, with mentions in 391 articles. The most popular was a BBC article on suicide rates at Leeds prison with a reach of 155 million, and we also had an article in the Guardian on indefinite jail sentences.

We saw continued interest in the research conducted for the Commission on Crime and Gambling Related Harms, with several specialist industry outlets referring to the Commission's work.

We have submitted monthly articles in the Prisoner's newspaper 'Converse'. We have shared our strategy with the prisoners and asked for feedback. We have also spoken about the political implications of recent changes to open conditions moves for life sentenced prisoners. We have received hundreds of letters and remain in regular contact with those who write to us.

Consolidating the research base

The Howard League's deep and long-standing connections to academic research in the criminal justice field is unparalleled.

The Crime, Justice and the Human Condition was held in October 2022, exploring perspectives on penal reform from diverse perspectives including academic, practitioner, opinion formers, activists and those with experience of the criminal justice system both in the domestic and international arena. We welcomed over 230 in person delegates and 20 online delegates each day. We accepted over 160 individual papers for presentation, 12 plenary and participatory plenary sessions comprised a mix of international and domestic academics, practitioners, activists and people with lived experience, from a range of disciplines. We also welcomed a journalist from the Economist, and two filmmakers. Around 20% of attendees were members and seven became members following the conference. Around 58% of attendees indicated they were from the academic sector; 10% practitioners; 5% with lived experience; 3% from the private sector; 4% from the statutory sector; and 15% from the voluntary sector. Around 12% indicated that they were postgraduate students or early career researchers.

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Over the past year, the Howard Journal has continued to publish high quality and challenging articles. We continue our strategy to increase the reach and influence of the journal through video abstracts, online events.

The Early Career Academics Network (ECAN) bulletin was published at the beginning of the year. This included contributions from people who attended the Howard League's conference in Oxford and had a strong focus on the role of lived experience in developing criminological and criminal justice practices. Helen Churcher continues to liaise and work with the early career members of the Research Advisory Group to identify how new thinkers and researchers can best support and help develop the Howard League's priorities.

Race consciousness and the law by Dr Alexandra Cox of the University of Essex and a Howard League RAG member. This research grew out of our work to develop a guide for anti-racist lawyers and is based on focus groups with 30 legal practitioners. It found that legal authorities' demands, both explicit and implied, that lawyers be 'race neutral' pose barriers in highlighting or addressing racial disparities. Practitioners spoke about the opposition they faced in the courts when highlighting the roles that race and ethnicity may have played in key decision-making by legal authorities, particularly the police. A successful online event launched the research.

Strengthening the Charity

Membership

Membership distinguishes the Howard League from other charities in the sector and has two primary functions. As a fundraising stream, it offers dependable unrestricted income to support our work. Its other function is to facilitate engagement with our work and enhance the strength and authority of our voice.

We aim to double our membership over the next five years, bring our members closer to our work and improve our membership offer.

We have made a concerted effort to increase our membership numbers within prisons and have almost 200 members in prisons across the country. We have engaged with them through word of mouth, prison newspaper columns, mailings, and prison visits. These methods will continue to be used, whilst the utility of other potential avenues of engagement, such as prison radio, are to be investigated.

To ascertain the interests and experiences of our members in prison, we ask our members to tell us what the Howard League's priorities should be, in addition to any other interests

Trustees' annual report

For the year ended 31 May 2023

they might have. We gain their written consent to use this feedback in our work. Whilst communicating with members within prisons can be logistically challenging, this process has been optimised through recently acquired technical solutions in Raiser's Edge (membership database) and EmailaPrisoner.

It is also important to us to work with the families of people in prison, to ensure that their voices and experiences are part of our work, we currently have 1600 members who have a family member in prison.

Our members outside of prison are key to our aims of persuading the public of the need for penal reform. The communications team has improved the digital offerings to both members and supporters, with monthly email updates, a greatly expanded social media presence, and a series of events to engage our members and supporters.

With these measures now in place, we will be assessing and improving the membership package in the coming months, both to ensure the membership's fundraising potential, and to have passionate advocates to fulfil our goal of a societal shift in thinking on punishment.

Fundraising

This year, we have continued to strengthen our development function by building relationships with trusts and foundations, generating a pipeline of funders and creating a development board.

Trusts and foundations play a critical role in supporting the work of the Howard League. Over the year, we have received a number of grants from trusts and foundations, both as restricted and unrestricted income, detailed below:

We received new restricted grants or donations from:

- Allen & Overy Foundation – Legal work (£10,000)
- Barrow Cadbury – The reality of young adult remands: learning exchange (£20,500)
- Millward Family Trust – Legal advice line (£10,000)

We continued to receive a number of restricted multi-year grants for existing projects, details of which are provided above.

These were:

- Big Lottery – Integrated legal advice, education, participation and change for young people in the Criminal Justice System (£366,556 over three years 2020–23).
- Children in Need – Legal advice line (£26,584 continuation funding, advice line)
- Esmée Fairbairn Foundation (£80,000 a year for three years; restricted to work on youth justice and young people)

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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– Legal Education Trust – Justice First Fellowship (£47,926 over two years 2022–24)

We received unrestricted support from: The Constance Faulds Crawford Trust (£2,000); Barrow Cadbury (£1,000); Children in Need (£500); Gilbert & Eileen Edgar Foundation (£500) The Hanley Trust (£1,000); Esmée Fairbairn Foundation (£24,000); Jolanta and Max Neufeld Charitable Trust (£10,000); Oakdale Trust (£3,000); Tolkien Trust (£30,000) WF Trust (£500); William A Cadbury Charitable Trust and William P Bancroft Charitable Trust (£1,000).

We received £216,573 in legacy gifts over the period.

Events

- Crime, Justice and Human Condition Conference, September 2022
- Fringe event at the 2022 Labour Party Conference, September 2022
- Fringe event at the 2022 Conservative Party Conference, October 2022
- Annual General Meeting, November 2022
- Howard League Community Awards, November 2022
- Children Act case: 20 years on, February 2023
- Race consciousness and the law, March 2023
- Howard Journal event: Why is criminal justice reform so difficult? Lessons from historical and international comparative research, May 2023
- Spotlights: The Persistence of Victorian Prisons, May 2023
- Reducing the prison population: Using research to develop and support reform agendas, May 2023
- Spotlights: The History of John Howard and the Howard, June 2023
- Dr Martin Wright: A torchbearer for penal reform and restorative justice, July 2023
- Spotlights: Criminal justice lessons from across the globe, July 2023

Transition to new strategy

Over 2022, the Chief Executive, staff and Board have been working to set the Howard League up for a more impactful future. To this end, we have elaborated a Theory of Change, and a new Strategy, which was adopted by the Board at its meeting in June 2023.

Our overriding ambition is to move the dial on punishment away from cruelty and towards building a more humane and effective response to crime that provides justice and helps to lower levels of reoffending.

We understand that our current systems of punishment are often unjust, cruel and counter-productive; and that they make our communities less, rather than more, safe. We want to see a reduction in the use of punishment, specifically a very significant reduction in the use of prison and much better conditions and opportunities for those who remain there. With numbers projected to rise to more than 106,000 by 2027, our work over the next five years will focus on the acute crisis in prisons. However, we will continue to recognise the

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challenges presented by the overuse of community supervision and the harms that it can cause to individuals and society. We understand that 100 years of 'alternatives' have ultimately fed more people into, rather than out of, prison.

Over the five-year period covered by this strategy, we will focus on:

- Public-facing campaigning to challenge the reliance on prison as the answer to crime, both in general and for particular crimes/cohorts of people in prison.
- Working with politicians across parties to build their understanding of the evidence base and of the economic, human and social costs of prison. We will encourage political courage across parties to pursue policy that works.
- Blending strategic litigation with policy work and communications to highlight the problems with the overuse of prison and to challenge injustices and human rights violations in prison.
- Working with judges, parole board members, and the justice professions to bring a better understanding of the impact of sentencing, release and recall decisions and the realities of prison.
- Improving the quality of public information and dialogue around punishment, including by building a community of people who are interested in and engaged with prisons, people in prison, prison leavers and their families. We will mobilise this community to advocate for better policy.

Across all our work we will address racial disparity and include consideration of experiences of women, children and young people and other vulnerable people in the system.

People from racialised minorities are significantly over-represented in prison. We will pursue work to challenge laws, policies and procedures that result in the over-incarceration of young Black men.

Phased thematic priorities over the coming five years will include:

- Campaigning on the failure of prison as the answer to crime, generally as well as for particular offence-types and cohorts of people in prison.
- A resolution to the ongoing incarceration and recall of people serving the abolished IPP sentence.
- The injustices wrought by joint enterprise, particularly on people from racialised minorities.
- The overuse of remand and experiences of people on remand.
- The challenges around sentencing, including incarceration for non-violent, lower-level offending, and combating sentence inflation across offence-types, but particularly for serious offences.

Introducing the Council

Reflecting our values of accountability, integrity, courage, collaboration, learning and excellence, the Board of the Howard League has agreed to establish an advisory council (the Council) to guide and support the work of the organisation.

The Council will be an active, working group (rather than a set of patrons-on-letterhead). Members will bring weighty expertise of various aspects of the criminal justice and penal system and will be committed to the Howard League's goal of penal reform.

The Council will be asked to provide advice, support and challenge to the Board and staff of the Howard League, including on:

- emerging challenges, issues, players and approaches;
- helping to evaluate the organisation's work and providing suggestions for the future direction of work;
- where appropriate, advocating and promoting the Howard League's vision and work in different fora;
- assisting the staff by providing contacts, for example, for the purposes of advancing policy work, fundraising and profile raising; and
- being part of a network of support for the Howard League and its staff.

While the membership is still developing, Council Members include:

- Andrea Allbutt
- Peter Atherton
- Sir Nicholas Blake
- Andi Brierley
- Professor Neil Chakraborti
- Baroness Chakrabarti CBE
- Professor Loraine Gelsthorpe
- Lord Goldsmith KC
- Nick Hardwick CBE
- Angela Kirwin
- Professor Ian Loader
- Lord Macdonald of River Glaven Kt KC
- Professor Shadd Maruna
- Stephen O'Connell
- Michael O'Kane
- Dame Anne Owers DBE
- Professor Nicola Padfield KC (Hon.)
- Olivia Pinkney CBE QPM DL
- Sir John Saunders
- Natalia Schiffrin
- Professor Pamela Taylor, CBE, FRCPsych, FMedSci

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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For the year ended 31 May 2023, the Howard League recorded a net deficit, before other recognised gains and losses, of £410,193. Our unrealised losses on investments were £21,308.

Income

Total income received in 2022/2023 increased by 61% to £1,371,156 (2022: £854,700).

Details of how this has arisen are shown below.

Donations and legacies

£763,106

Charitable activities

£562,599

Trading activities

£13,369

Investments

£32,082

Expenditure

Staff costs

Staff costs account for 71% of the total costs of the organisation and have increased by over 7% from 2021/22. During the year, the total average FTE headcount was 24 (2022: 25).

In early 2022 the Chief Executive led a benchmarking exercise and review of staff salaries. This resulted in new salary scales being adopted, the movement of some staff across scales, an increase in some staff salaries and a ring-fencing of senior staff salaries. The new scale came into effect at the beginning of the 2022/2023 financial year.

Costs of generating funds

The cost of generating funds makes up 5.64% of our overall expenditure, an increase this year from £73,004 to £100,619. This includes fundraising salary costs and overhead costs based on staff time attributable to the fundraising function.

The Strategic Fund

The Strategic Fund was a designated fund set aside by the trustees to support the infrastructure of the Howard League. The new Finance Audit and Risk Committee looked at the purpose of the Strategic Fund in light of last year's audit findings, and at its meeting on 28 April 2023, held a joint discussion with the Board. The Board took a decision to absorb the Strategic Fund into general reserves.

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

Principal risks and uncertainties

As part of the governance review, the Howard League adopted a new risk register. Risk is currently monitored regularly by the Senior Management Team and the Board; with the new Finance, Audit and Risk Committee also having review of risk on its agenda.

At present, the main risks identified on the register are retention of key staff; staff recruitment; major disaster; safeguarding; income generation; public perception and the

inability of the organisation to influence government policy. For each risk, factors in mitigation are in place and there is regular review against performance.

Reserves policy

Both the Board and the Howard League's supporters recognise that the organisation operates in a policy environment that requires a long-term commitment if it is to achieve its mission. The nature of our work relies on high quality and timely product from staff. Therefore, it is the view of the Board that the Howard League needs a reserves level that will enable it to continue to attract the highest level of staff expertise and, in so doing, meet its long-term commitments to its supporters and beneficiaries. The reserves policy was discussed by the board and the policy was approved by the board.

A formal policy on reserves was agreed at the 23 January 2024 meeting of the Board of Trustees.

The Board has set a reserves policy which requires:

- Reserves be maintained at a level which ensures that The Howard League for Penal Reform core activity could continue during a period of unforeseen difficulty.
- A proportion of reserves be maintained in a readily realisable form. The calculation of the required level of reserves is an integral part of the organisation's planning, budget and forecast cycle.

It takes into account:

- Risks associated with each stream of income and expenditure being different from that budgeted.
- Planned activity level.
- Organisation's commitments.

For 2023–2024, the Board of trustees agreed that the most appropriate level of reserves should be kept at the level of six months' operational expenditure target of £767,516.

At the close of 31 May 2023, the Howard League had £782,611 (2021–2022: £857,555) in general reserves which meets the Board's reserves policy of six months' operational expenditure.

Going concern statement

This year has seen a shift in the charity's approach to funding, as it has spent down the last tranches of a large legacy gifted in 2009 and completed its work on the Commission on Crime and Gambling Related Harms. In their place we have sought to generate fresh

Trustees' annual report

For the year ended 31 May 2023

funding from a variety of new sources with a view to create a more diversified and flexible funding base that is aligned with the charity's new strategy.

To that end, the organisation has:

- Developed a pipeline of trusts and foundations grants with potential income value of over £2m;
- Set up a programme of major donor fundraising;
- Established a new volunteer-led Development Board tasked with securing multi-year gifts to support our core work;
- Engaged two additional members of staff on fundraising, including one with personal experience of prison;
- Improved our reporting systems for engaging with members, including through the implementation of Raiser's Edge.

We also expect that through more public-facing campaigns and campaigning litigation, membership and general donors to the Howard League will increase.

The Board has also dedicated considerable time to discussions of risk and financial management this year, including multiple discussions of risk appetite and the risks associated with the transformation of our approach to fundraising. It has further established a new Finance, Audit and Risk Committee (FARC) to provide closer oversight of our reserves, cashflows, and annual budgets (while recognising that ultimate responsibility for financial oversight remains with the Trustees). Finally, the Trustees have adopted a new Reserves Policy.

The charity is in the fortunate position of owning the freehold to 1 Ardleigh Road outright. This means that in the event of a significant shortfall in planned fundraising, the charity would have recourse to financing secured against, or arising from the sale of, the property.

Given this, and considering the charity's reserves position, budget for 2023-24, and 12-month cashflow forecasts as at the date of signing these accounts, the Trustees consider the Howard League to be a going concern.

Plans, from Chief Executive Andrea Coomber

The past year has continued to be one of transition for the Howard League. Two big projects, a conference in Oxford and the Commission on Crime and Gambling-related

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For the year ended 31 May 2023

Harm have come to an end, and we have focused on the future. We have elaborated a Theory of Change, and in June the Board adopted a new Strategy that will take us to 2028.

The Theory of Change sets out strategies, activities, and outcomes for work over the life of the Strategy. My huge thanks to our staff and the many people – including our members in prison – for their various contribution to the elaboration of both documents. In the end, there was widespread agreement on where the challenges lie and how the Howard League can best approach dealing with them.

Our new Strategy will see us focus on the crisis in prison, given the political commitment to build more than 20,000 new prison places over the next few years. Importantly, while we will maintain our advice line for children and young people in custody, we will pivot our legal work from providing representation of children and young people to pursuing strategic litigation across the estate. My 21 months at the Howard League have opened my eyes to systemic human rights violations occurring behind prison gates across the country; daily indecencies and indignities that are so widespread that they have been normalised. We will be launching legal action to challenge such violations, sharing stories with the public to bring a better understanding of life behind bars.

The Howard League has always had a critical role in lifting the lid on life in prison and explaining to the public what the politicians already know but refuse to acknowledge: that prison doesn't cut crime. It follows that we have to support politicians to develop the courage required to make evidence-based policy, and to this end, to improve the quality of the public's understanding of prison and the harm it causes. The Strategy will see us engage in a public-facing campaign on the realities of prison and the fact that it doesn't work, alongside four thematic priorities. These are remand, IPPs, joint enterprise and sentencing practice, including sentence inflation.

Our membership has grown over the past year, and I am keen to make more of our membership, using members to shape and advocate for our work. They are a unique and vital resource for us in advocating for change, and a key part of our role is in capturing and amplifying their experiences.

The abiding challenge for the coming year will be to secure a solid financial footing for the organisation, with diverse income streams supporting our Strategy. The past year has seen us move to a new database, which allows us to hold and process fundraising information reliably; and has supported the development of a pipeline of trusts and

foundations for us to approach. We are also keen to consolidate our relationships with existing major donors and to build new funding relationships.

I continue to be blown away by the huge amounts of goodwill for the Howard League and our mission to combat the excesses of punishment. The lead up to a general election is a challenging time for our messages, but that just makes them all the more important. I would like to thank our members, donors, funders, and staff for their support during this period of transition. I expect that the coming year will bring a lot of change for the Howard League, and hopefully, in a positive way, for the cause of penal reform.

Structure, governance and management.

Staffing

There have been staff movements during the year we are grateful to Catryn Yousefi, Marie Frankin and Leela Jadhav for years of service and their contribution to the work of the charity.

We were joined by Amy Dolley, Public Affairs and Policy Officer, Gemma Abbott, Legal Director, Ayomide Sotubo, Policy Officer during the year.

The nature of the Howard League's work can be challenging and upsetting. To support staff, and to nurture a healthy organisation, we have engaged an experienced clinical practitioner, Patrick Mandikate to work with staff on a fortnightly basis.

We are hugely grateful to Nina Williams and her colleagues at Freshfields LLP for their advice and guidance to our human resources function.

Governance

We are a registered charity and a company limited by guarantee, incorporated in England and Wales. As our constitutional documents were adopted in 1967, the Board has reviewed the charitable objects, and secured permission from the Charity Commission to update them. The new objects – which much better reflect our values and aspirations, while being faithful to our history – was adopted as part of updated Articles of Association at the 2023 AGM in December.

As part of the governance review, all policies and procedures are being checked and updated. We are grateful to Erica Handling and to Dechert LLP for their support with this process.

The governance structure

The Board members of the Howard League are directors of the company for the purposes of the Companies Act and are charity trustees as defined by section 177 of the Charities Act. All Board Members give their time voluntarily and receive no benefits from the charity. The Board is responsible for the overall governance of the Howard League.

Trustees' annual report

For the year ended 31 May 2023

The Chief Executive, Andrea Coomber is responsible for leadership and management of the charity, meeting regularly with the Chair of the Board Fergus McNeill, and consulting other Board members as required.

The Howard League is managed by the Senior Management Team, comprised of Gemma Abbott (Legal Director), Andrew Neilson (Campaigns Director); Euginia Lolomari (Director of Finance and Operations) and Anita Dockley (Research Director). Until the recruitment of Gemma Abbott in March 2023, Managing Lawyers, Sinead MacCann and Claire Salama sat on the Senior Management Team on an interim basis. Euginia Lolomari meets regularly with the Treasurer, Sally Lewis, to review and discuss financial performance and challenges.

Operation of the Board

Board members are appointed at the AGM and there must be a minimum of three members and a maximum of 12; we currently have 10 in post. The Board meet in regular session four times per year, where they consider overall strategy, operational performance and the financial situation. They also have an annual Away Day for strategy development.

The Howard League generally recruits Board members from within our membership. Board members are appointed at the AGM for a three-year term. In line with recommendations of the UK Charity Governance Review of 2016, the proposed revised articles of association will see the introduction of two term limits for Board members, with the Chair and Treasurer serving for four years.

Board places are advertised in advance of the Annual General Meeting at which members are appointed. Board members have the power to appoint any person at any time to the Board to fill a vacancy, although this person will stand down and be re-elected at the next Annual General Meeting.

All new Board members are inducted by the Chair and Chief Executive, invited to meet with staff, and are provided with an induction pack which includes the Charity Commission guidance on the responsibilities of Trustees, the Charity Governance Code and copies of the articles of association, latest strategy, annual review, accounts and organisational structure.

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

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Finance, Audit and Risk Committee

Set up in mid-2022, the Finance, Audit and Risk Committee comprises of two Board members – including the Honorary Treasurer – and three members of the Howard League with relevant expertise. The current members are Sally Lewis (Hon. Treasurer), Ben Elger, Gerry Marshall (Trustee), Lucy Robinson, Delbert Sandiford and John Tress (Trustee).

The Committee meet four times, with the Chief Executive and Director of Finance and Operations also attending.

Among other things, the Committee's role is to:

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

Statement of responsibilities of Board Members

The Howard League's Board members (who are directors of Howard League for the purposes of company law and the charity trustees as defined by section 177 of the Charities Act 2011) are responsible for preparing the Trustees' Annual Report and the financial statements, in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Board to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure,

Trustees' annual report

For the year ended 31 May 2023

of the charitable company for that period. In preparing these financial statements, the Board is required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

Board Members are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Board is aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The Board has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The Board are members of the charity, but this entitles them only to voting rights. The Board have no beneficial interest in the charity.

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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For the year ended 31 May 2023

Auditor

Sayer Vincent LLP serves as the charity's auditor.

The Trustees' annual report has been approved by the Board on 21 March 2024 and signed on their behalf by

Sally Lewis

Board member and Treasurer

Independent auditor's report

To the members of

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Opinion

We have audited the financial statements of Howard League for Penal Reform (the 'charitable company') for the year ended 31 May 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 May 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

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 Howard League for Penal Reform's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Independent auditor's report

To the members of

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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

Other Information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 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
-

Independent auditor's report

To the members of

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

Independent auditor's report

To the members of

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Independent auditor's report

To the members of

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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.

Jonathan Orchard (Senior statutory auditor)

26 March 2024

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

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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

For the year ended 31 May 2023

	Note	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Income from:							
Donations and legacies	2	763,106	–	763,106	248,643	–	248,643
Charitable activities							
Campaigns, policy & research	3	84,000	80,000	164,000	5,000	135,050	140,050
Events, conferences & publications	3	68,193	–	68,193	56	–	56
Legal services for young people	3	36,380	144,321	180,701	57,409	171,665	229,074
Membership income	3	149,705	–	149,705	164,013	–	164,013
Other trading activities	4	13,369	–	13,369	14,755	–	14,755
Investments	5	32,082	–	32,082	50,735	–	50,735
Other		–	–	–	7,394	–	7,394
Total income		1,146,835	224,321	1,371,156	548,005	306,715	854,720
Expenditure on:							
Raising funds	6	100,619	–	100,619	73,004	–	73,004
Charitable activities							
Campaigns, policy & research	6	497,590	385,716	883,306	280,026	620,344	900,370
Events, conferences & publications	6	137,102	–	137,102	75,235	–	75,235
Legal services for young people	6	356,841	195,163	552,004	308,548	163,022	471,570
Membership	6	108,317	–	108,317	121,437	–	121,437
Total expenditure		1,200,469	580,879	1,781,348	858,250	783,366	1,641,616
Net expenditure before net gains / (losses) on investments		(53,634)	(356,559)	(410,193)	(310,245)	(476,651)	(786,896)
Net gains / (losses) on investments		(21,308)	–	(21,308)	2,131	–	2,131
Net expenditure for the year	7	(74,942)	(356,559)	(431,501)	(308,114)	(476,651)	(784,765)
Transfers between funds		–	–	–	–	–	–
Net expenditure before other recognised gains and losses		(74,942)	(356,559)	(431,501)	(308,114)	(476,651)	(784,765)
Gains on revaluation of fixed assets		400,000	–	400,000	–	–	–
Net movement in funds	17	325,058	(356,559)	(31,501)	(308,114)	(476,651)	(784,765)
Reconciliation of funds:							
Total funds brought forward		2,257,553	446,722	2,704,275	2,565,667	923,373	3,489,040
Total funds carried forward		2,582,611	90,164	2,672,775	2,257,553	446,722	2,704,275

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Balance sheet

Company no. 00898514

As at 31 May 2023

	Note	£	2023 £	£	2022 £
Fixed assets:					
Tangible assets	12		1,829,223		1,455,230
Investments	13		-		1,213,669
			<u>1,829,223</u>		<u>2,668,899</u>
Current assets:					
Investments	13	419,930		-	
Debtors	14	478,756		78,462	
Cash at bank and in hand		15,905		120,205	
			<u>914,591</u>	<u>198,667</u>	
Liabilities:					
Creditors: amounts falling due within one year	15	(71,039)		(163,291)	
Net current assets			<u>843,552</u>		<u>35,376</u>
Total net assets			<u>2,672,775</u>		<u>2,704,275</u>
The funds of the charity:					
Restricted income funds	17		90,164		446,722
Unrestricted income funds:					
Designated property funds					
Property fair value reserve fund		1,150,000		750,000	
Property historic cost fund		650,000		650,000	
			<u>1,800,000</u>	<u>1,400,000</u>	
Total designated property funds					
Designated strategic fund		-		620,704	
General funds		782,611		236,849	
			<u>782,611</u>	<u>236,849</u>	
Total unrestricted funds			<u>2,582,611</u>	<u>2,257,553</u>	
Total charity funds			<u>2,672,775</u>	<u>2,704,275</u>	

Approved by the trustees on 21 March 2024 and signed on their behalf
by

Fergus McNeill
Chair

Statement of cash flows

For the year ended 31 May 2023

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

	2023 £	2022 £
Net (expenditure) / income for the reporting period (as per the statement of financial activities)	(31,501)	(784,765)
Depreciation charges	26,007	26,159
Losses / (gain) on investments	21,308	(2,131)
Loss on disposal of fixed assets	–	–
Gain on revaluation of fixed assets	(400,000)	–
Dividends and interest from investments	(32,082)	(50,735)
Decrease / (increase) in debtors	(400,294)	29,503
(Decrease)/increase in creditors	(92,252)	93,600
Decrease/(increase) in cash held by investment broker pending reinvestment	(150,768)	–
Net cash provided by operating activities	(1,059,582)	(688,369)

	Note	2023 £	£	2022 £	£
Cash flows from operating activities					
Net cash provided by operating activities		(1,059,582)		(688,369)	
Cash flows from investing activities:					
Dividends and interest from investments		32,082		50,735	
Proceeds from sale of investments		953,193		504,393	
Purchase of fixed assets		–		(42,275)	
Purchase of investments		(29,994)		(49,507)	
Net cash used in investing activities		955,281		463,346	
Change in cash and cash equivalents in the year		(104,301)		(225,023)	
Cash and cash equivalents at the beginning of the year		120,205		345,228	
Cash and cash equivalents at the end of the year		15,905		120,205	

Notes to the financial statements

For the year ended 31 May 2023

1 Accounting policies

a) Statutory information

Howard League for Penal Reform (incorporating the Howard Centre for Penology) is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 1 Ardleigh Road, London, N1 4HS.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

c) Public benefit entity

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

d) Going concern

The Trustees have reviewed the going concern position (as set out in the Trustees' Report) and consider it appropriate for these Financial Statements to be prepared on the going concern basis.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

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

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

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

f) Donated services

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

g) Investment income and interest receivable

Investment income and interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity, this is normally upon notification of the income due from the bank or investment manager.

Notes to the financial statements

For the year ended 31 May 2023

1 Accounting policies (continued)

h) Fund accounting

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

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

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of furthering the purposes of the charity and their associated support costs

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

j) Allocation of support costs

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

- | | |
|--------------------------------------|-----|
| ● Campaigns, policy & research | 20% |
| ● Events, conferences & publications | 20% |
| ● Legal services for young people | 20% |
| ● Membership income | 10% |
| ● Support costs | 10% |
| ● Governance costs | 10% |

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

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

- | | |
|--------------------------------------|-----|
| ● Campaigns, policy & research | 34% |
| ● Events, conferences & publications | 11% |
| ● Legal services for young people | 33% |
| ● Membership income | 11% |
| ● Raising funds | 11% |

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities. These costs are split equally between the 5 activities listed above.

k) Operating leases

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

Notes to the financial statements

For the year ended 31 May 2023

1 Accounting policies (continued)

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

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

● Office equipment	10 per cent per annum
● Library books	15 per cent per annum
● Computers	50 per cent per annum

The trustees have adopted a policy of reporting freehold land and buildings at market value. The last full valuation was carried out on 4 May 2012. Interim valuations will be carried out at other times if it is likely there has been a material change in value.

The trustees are of the opinion that any potential depreciation charge would be immaterial to the accounts. The trustees believe the estimated life of the property to be very long and the estimated residual value of the property to be close to the carrying amount. As such, the property is not depreciated. Any gain or loss arising on revaluation is taken to the fair value reserve.

An annual impairment review on the property and other fixed assets is undertaken to determine if circumstances indicate that the recoverable value of assets is materially lower than their value in the accounts. Any impairments identified are written off as extra depreciation through the statement of financial activities.

m) Listed investments

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

n) Accrued legal work income (WIP)

Income is recognised on casework earned and due ("work in progress" or "WIP") according to the time booked on the matter multiplied by the relevant legal aid or interpartes rate.

o) Debtors

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

p) Cash at bank and in hand

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

q) Creditors and provisions

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

r) Financial instruments

The charity only has both basic and non-basic financial assets and financial liabilities. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Non-basic financial instruments are measured at fair value with any gain or loss going to the statement of financial activities.

s) Pensions

All staff are auto enrolled in a workplace defined contribution pension scheme contributing 10% of gross salary.

Notes to the financial statements

For the year ended 31 May 2023

2 Income from donations and legacies

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Donations	151,533	-	151,533	213,724	-	213,724
Legacies	611,573	-	611,573	34,919	-	34,919
	<u>763,106</u>	<u>-</u>	<u>763,106</u>	<u>248,643</u>	<u>-</u>	<u>248,643</u>

The charity has been notified of a further potentially significant legacy where probate has been granted, but which not meet the criterion of measurement before the year-end. It is not possible to accurately assess the potential value of this legacy, which had not been received by March 2024.

3 Income from charitable activities

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Esmée Fairbairn	24,000	80,000	104,000	5,000	80,000	85,000
Tolkien Trust	30,000	-	30,000	-	30,000	30,000
Lloyds Bank Foundation	-	-	-	-	25,050	25,050
Henri Rossi	20,000	-	20,000	-	-	-
Allen & Overy	10,000	-	10,000	-	-	-
Sub-total for campaigns, research & policy	84,000	80,000	164,000	5,000	135,050	140,050
Income from sales of publications	-	-	-	56	-	56
Events and Conferences	68,193	-	-	-	-	-
Sub-total for Events, conferences & publications	68,193	-	68,193	56	-	56
The Lottery	-	63,743	63,743	-	124,814	124,814
Barrow Cadbury	-	20,500	20,500	-	350	350
The Legal Education Trust	-	22,244	22,244	-	25,313	15,361
BBC Children in Need	-	27,084	27,084	-	19,938	19,938
Millward Charitable Trust	-	10,000	10,000	-	-	-
Legal services for young people	36,380	750	37,130	57,409	1,250	58,659
Sub-total for Legal services for young people	36,380	144,321	180,701	57,409	171,665	229,074
Membership subscriptions	113,498	-	113,498	119,978	-	119,978
Income tax recoverable on subscriptions /donations	36,207	-	36,207	44,035	-	44,035
Sub-total for Membership income	149,705	-	149,705	164,013	-	164,013
Total income from charitable activities	338,278	224,321	562,599	226,478	306,715	533,193

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Notes to the financial statements

For the year ended 31 May 2023

4 Income from other trading activities

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Royalties for publications	13,369	–	13,369	14,755	–	14,755
	<u>13,369</u>	<u>–</u>	<u>13,369</u>	<u>14,755</u>	<u>–</u>	<u>14,755</u>

5 Income from investments

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Income from stocks and shares	31,102	–	31,102	50,403	–	50,403
Interest receivable	980	–	980	332	–	332
	<u>32,082</u>	<u>–</u>	<u>32,082</u>	<u>50,735</u>	<u>–</u>	<u>50,735</u>

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Notes to the financial statements

For the year ended 31 May 2023

6a Analysis of expenditure (current year)

	Cost of raising funds £	Campaigns, research & policy £	Events, conferences & publications £	Legal service for young people £	Membership £	Governance costs £	Support costs £	2023 Total £	2022 Total £
Staff costs (Note 8)	66,821	577,116	39,385	413,734	37,459	30,274	105,167	1,269,956	1,184,466
Other staff costs	-	34,313	-	1,855	-	-	17,125	53,293	122,983
Travel & Subsistence	-	16,224	-	2,275	-	1,301	575	20,375	5,497
Publication costs	-	1,653	-	165	37,335	-	269	39,422	53,327
Publicity & dissemination	201	22,881	66,155	770	-	-	3,180	93,187	21,882
Professional/Consultancy fees	-	79,744	-	39,619	-	-	34,136	153,499	99,467
Investment managers fees	2,035	-	-	-	-	-	-	2,035	3,750
Office and other expenses	-	-	-	2,749	-	-	20,405	23,154	29,518
Premises expenses	-	-	-	8,132	-	-	23,497	31,629	30,316
Miscellaneous expenses	-	4,798	-	76	1,961	160	2,974	9,969	429
Equipment purchase	-	1,214	-	-	-	-	376	1,590	4,184
Irrecoverable VAT	-	-	-	-	-	-	5,133	5,133	7,777
Equipment maintenance	-	-	-	5,547	-	-	27,146	32,693	34,833
Bank Charges	-	-	-	-	-	-	7,131	7,131	6,354
Audit & accountancy	-	-	-	-	-	12,275	-	12,275	10,675
Depreciation	-	-	-	-	-	-	26,007	26,007	26,159
	69,057	737,943	105,540	474,922	76,755	44,010	273,121	1,781,348	1,641,616
Support costs	22,760	136,561	22,760	68,280	22,760	-	(273,121)	-	-
Governance costs	8,802	8,802	8,802	8,802	8,802	(44,010)	-	-	-
Total expenditure 2023	100,619	883,306	137,102	552,004	108,317	-	-	1,781,348	
Total expenditure 2022	73,004	900,370	75,235	471,570	121,437	-	-		1,641,616

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Notes to the financial statements

For the year ended 31 May 2023

6b Analysis of expenditure (prior year)

	Cost of raising funds £	Campaigns, research & policy £	Events, conferences & publications £	Legal service for young people £	Membership £	Governance costs £	Support costs £	2022 Total £
Staff costs (Note 8)	45,755	595,367	52,738	333,666	40,935	45,989	70,016	1,184,466
Other staff costs	-	81,085	-	5,437	-	7,750	28,711	122,983
Travel & Subsistence	-	2,357	-	1,386	-	1,125	629	5,497
Publication costs	306	6,292	-	235	46,494	-	-	53,327
Publicity & dissemination	-	21,882	-	-	-	-	-	21,882
Professional/Consultancy fees	-	65,330	-	32,912	-	-	1,225	99,467
Investment managers fees	3,750	-	-	-	-	-	-	3,750
Office and other expenses	696	-	-	5,289	-	72	23,461	29,518
Premises expenses	-	-	-	6,774	-	-	23,542	30,316
Miscellaneous expenses	-	-	-	-	-	-	429	429
Equipment purchase	-	1,964	-	1,000	-	-	1,220	4,184
Irrecoverable VAT	-	-	-	-	-	-	7,777	7,777
Equipment maintenance	-	-	-	4,822	-	-	30,011	34,833
Bank Charges	-	-	-	-	-	-	6,354	6,354
Audit & accountancy	-	-	-	-	-	-	10,675	10,675
Depreciation	-	-	-	-	-	-	26,159	26,159
	50,507	774,277	52,738	391,520	87,429	54,936	230,209	1,641,616
Support costs	11,510	115,105	11,510	69,063	23,021	-	(230,209)	-
Governance costs	10,987	10,988	10,987	10,987	10,987	(54,936)	-	-
Total expenditure 2022	73,004	900,370	75,235	471,570	121,437	-	-	1,641,616

Notes to the financial statements

For the year ended 31 May 2023

7 Net expenditure for the year

This is stated after charging:

	2023 £	2022 £
Depreciation	26,007	26,159
Loss on disposal of fixed assets	-	-
Operating lease rentals:		
Equipment	5,589	5,644
Auditor's remuneration (excluding VAT):		
Audit	<u>12,275</u>	<u>10,675</u>

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

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	1,034,900	963,029
Social security costs	115,113	100,477
Employer's contribution to defined contribution pension schemes	119,943	120,960
	<u>1,269,956</u>	<u>1,184,466</u>

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2023 No.	2022 No.
£60,000–£70,000	-	1
£70,001 – £80,000	1	1
£80,001 – £90,000	2	3
£90,001 – £100,000	-	-
£120,001–£130,000	<u>1</u>	<u>-</u>

The total employee benefits including pension contributions and employers' national insurance of the key management personnel were £469,758 (2022: £505,818)

Total termination costs in the year were £54,571 (2022: £100,488).

The charity trustees were not paid nor received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totaling £ (2022: £1,125) incurred by 3 (2022: 3) members relating to attendance at meetings of the trustees.

Notes to the financial statements

For the year ended 31 May 2023

9 Staff numbers

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

	2023 No.	2022 No.
Raising funds	2	1
Campaigns, policy & research	8	8
Events conferences & publications	1	1
Legal services for young people	9	8
Membership	1	2
Support	2	1
Governance	1	1
	<u>24</u>	<u>22</u>

10 Related party transactions

Aggregate donations from related parties were £0 (2022: £nil).

There are no other related party transactions to disclose for 2023 (2022: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

11 Taxation

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

12 Tangible fixed assets

	Freehold property £	Computers £	Office Equipment £	Library books £	Total £
Cost or valuation					
At the start of the year	1,400,000	43,441	69,602	2,018	1,515,061
Additions	400,000	-	-	-	400,000
Disposals	-	(1,426)	-	-	(1,426)
	<u>1,800,000</u>	<u>42,015</u>	<u>69,602</u>	<u>2,018</u>	<u>1,913,635</u>
Depreciation					
At the start of the year	-	24,066	33,748	2,017	59,831
Charge for the year	-	19,375	6,632	-	26,007
Depreciation released	-	(1,426)	-	-	(1,426)
	<u>-</u>	<u>42,015</u>	<u>40,380</u>	<u>2,017</u>	<u>84,412</u>
Net book value					
At the end of the year	<u>1,800,000</u>	<u>-</u>	<u>29,222</u>	<u>1</u>	<u>1,829,223</u>
At the start of the year	<u>1,400,000</u>	<u>19,375</u>	<u>35,854</u>	<u>1</u>	<u>1,455,230</u>

The freehold property at 1 Ardleigh Road, London, N1 4HS was valued at £1,200,000 on 4 May 2012 by Copping Joyce Chartered Surveyors LLP (independent valuers). The historical cost of the freehold is £650,000. An informal valuation was received from Chestertons on 13 September 2019 of £1,400,000. An informal offer on the property was received in 2023 of £1,800,000. The trustees consider this indicates the fair value of the property at year-end.

Notes to the financial statements

For the year ended 31 May 2023

13 Listed investments

	2023 £	2022 £
Fair value at the start of the year	1,213,669	1,666,424
Additions at cost	29,994	49,507
Disposal proceeds	(953,193)	(504,393)
Cash	150,768	-
Net gain / (loss) on investments	<u>(21,308)</u>	<u>2,131</u>
	419,930	1,213,669
Fair value at the end of the year	<u>419,930</u>	<u>1,213,669</u>

Investments comprise:

	2023 £	2022 £
UK Common investment funds	227,868	1,175,003
Shares listed on the London Stock Exchange	41,294	38,666
Cash	150,768	-
	<u>419,930</u>	<u>1,213,669</u>

14 Debtors

	2023 £	2022 £
Other debtors	405,465	9,782
Accrued Legal work income	49,629	37,557
Disbursements	18,495	13,118
Accrued income	<u>5,167</u>	<u>18,005</u>
	478,756	78,462

15 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	18,166	1,656
Taxation and social security	33,149	32,202
Accruals	<u>19,724</u>	<u>129,433</u>
	<u>71,039</u>	<u>163,291</u>

Notes to the financial statements

For the year ended 31 May 2023

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

	General unrestricted £	Designated property funds £	Designated strategic funds	Restricted £	Total funds £
Tangible fixed assets	29,223	1,800,000	-	-	1,829,223
Net current assets	753,388	-	-	90,164	843,552
Net assets at 31 May 2023	782,611	1,800,000	-	90,164	2,672,775

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

	General unrestricted £	Designated property funds £	Designated strategic funds	Restricted £	Total funds £
Tangible fixed assets	55,230	1,400,000	-	-	1,455,230
Investments	146,243	-	620,704	446,722	1,213,669
Net current assets	35,376	-	-	-	35,376
Net assets at 31 May 2022	236,849	1,400,000	620,704	446,722	2,704,275

17a Movements in funds (current year)

	At 1 June 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 May 2023 £
Restricted funds:					
Legal work (Adviceline)	-	37,834	(37,833)	-	1
Big Lottery – Legal work	54,842	63,743	(114,585)	-	4,000
Sentencing– young adults	-	20,500	(20,500)	-	-
The Legal Education Trust	-	22,244	(22,244)	-	-
Reducing arrests of women	2,500	-	(2,500)	-	-
Crime & problem gambling	319,143	-	(312,317)	-	6,826
Racial disparity research	70,237	80,000	(70,900)	-	79,337
Total restricted funds	446,722	224,321	(580,879)	-	90,164
Unrestricted funds:					
Designated property funds:					
Property fair value reserve fund	750,000	400,000	-	-	1,150,000
Property historic cost fund	650,000	-	-	-	650,000
Total designated property funds	1,400,000	400,000	-	-	1,800,000
Strategic fund	620,704	-	(620,704)	-	-
Total designated funds	2,020,704	400,000	(620,704)	-	1,800,000
General funds	236,849	1,146,835	(601,073)	-	782,611
Total unrestricted funds	2,257,553	1,546,835	(1,221,777)	-	2,582,611
Total funds	2,704,275	-	(1,802,656)	-	2,672,775

Notes to the financial statements

For the year ended 31 May 2023

17b Movements in funds (prior year)

	At 1 June 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 May 2022 £
Restricted funds:					
Legal work (Adviceline)	-	21,188	(21,188)	-	-
Big Lottery – Legal work	45,699	124,814	(115,671)	-	54,842
Sentencing– young adults	500	350	(850)	-	-
The Legal Education Trust	-	25,313	(25,313)	-	-
Reducing arrests of women	11,816	55,050	(64,366)	-	2,500
Fairness in prison	40,000	-	(40,000)	-	-
Crime & problem gambling	825,358	-	(506,215)	-	319,143
Criminal Care	-	-	-	-	-
Racial disparity research	-	80,000	(9,763)	-	70,237
Total restricted funds	923,373	306,715	(783,366)	-	446,722
Unrestricted funds:					
Designated property funds:					
Property fair value reserve fund	750,000	-	-	-	750,000
Property historic cost fund	650,000	-	-	-	650,000
Total designated property funds	1,400,000	-	-	-	1,400,000
Strategic fund	778,712	-	(158,008)	-	620,704
Total designated funds	2,178,712	-	(158,008)	-	2,020,704
General funds	386,955	-	(150,106)	-	236,849
Total unrestricted funds	2,565,667	-	(308,114)	-	2,257,553
Total funds	3,489,040	-	(1,091,480)	-	2,704,275

Notes to the financial statements

For the year ended 31 May 2023

17 Movements in funds (continued)

Purposes of restricted funds

Legal work (Adviceline)

Specialist adviceline for young people in custody.

Programme on reducing child arrests

Programme for reducing child arrests.

Sentencing – young adults

A review of sentencing judgments for young adults.

Reducing arrests of women

Programme for reducing arrests of women.

Crime and Problem Gambling

This is a 3-year commission to look into the between problem gambling and crime, it commenced in January 2019. Due to the pandemic period the commission will conclude in March 2023.

The Legal Education Trust

Matched funding for Justice First Fellowship for caseworker in the Legal team 2 years started January 2020.

Lottery Funding

Participation work delivered by the legal team over 3 years – started March 2020

Racial disparity

This is a 3-year project started May 2022 funded by Esmee Fairbairn to investigate the racial disparity in the youth justice estate.

Property

The value of the original restricted donation towards the purchase of the office. See transfers between funds note below.

Property historic cost fund

The value of the original historic cost of the property.

Property fair value reserve

Demonstrates the gain on the property revaluation compared to its historic cost.

Strategic fund

This fund is designated by the trustees to strengthen the Howard League position through a period of recession and uncertainty, and to fund income shortfall. Decisions to use this fund are agreed by the board on the basis of strategic principles set down during the budgeting process.

Transfers between funds

A transfer was made out of the restricted property fund to bring this fund to zero, as the trustees consider that the restriction on these funds was satisfied on the purchase of the property. The property and equipment fund were renamed the property historic cost fund and a transfer was made into this fund from the restricted property fund and from general funds to show the original historic cost of the property.

Notes to the financial statements

For the year ended 31 May 2023

18 Operating lease commitments

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

	Equipment 2023 £	2022 £
Less than one year	5,589	5,644
One to five years	10,871	16,460
	<u>16,460</u>	<u>22,104</u>

19 Legal status

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

Accounts

Company number: 898514
Charity number: 251926

The Howard League for Penal Reform

(incorporating the Howard Centre for Penology)

Report and financial statements
For the year ended 31 May 2022



The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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For the year ended 31 May 2022

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The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Reference and administrative information

For the year ended 31 May 2022

Company Number 898514, registered in the United Kingdom

Charity Number 251926 registered in England and Wales

Registered office and operational address 1 Ardleigh Road
London
N1 4HS

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

Professor Ben Bradford
Adrian Briggs
Zubaida Haque
Sally Lewis, Honorary Treasurer
Gerry Marshall
Professor Fergus McNeill, Chair
Elizabeth Morony, Vice Chair
(to 5 July 2022)
Professor Pamela Taylor
Danielle Vidal

Honorary President Lord Ken Macdonald KC

Key management personnel Andrea Coomber KC (Hon.) (from 1 November 2021) Chief Executive
Frances Crook (to 31 October 2021) Chief Executive
Euginia Lolomari Director of Finance and Operations
Andrew Neilson Director of Campaigns
Anita Dockley Director of Research
Dr Laura Janes (To 19 February 2022) Legal Director

Staff

Debbie Adewale Administrative Assistant (until December 2021)
Lorraine Atkinson Senior Policy Officer (until June 2022)
Lee Brown Research Assistant (from June 2022)
Dr Helen Churcher Research and Project Officer
Dr Molly Corlett Policy and Public Affairs Officer (until July 2022)
Poppy Cabbage Legal and Projects Support Officer
Marie Franklin Solicitor
Steve Gallant Development Support Officer (from January 2022)

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Reference and administrative information

For the year ended 31 May 2022

Book Review Editor

Dr Mary Rogan

Trinity College Dublin, University of Dublin, Ireland

Publishing Editor

Brenda McWilliams

The charity is grateful to Clifford Chance for seconding trainee lawyers on three-month placements to support our work for young people

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Auditor

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Chartered Accountants and Statutory Auditor
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LONDON
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Investment Advisors

Cazenove Capital
Schroder & Co Ltd
31 Gresham Street
LONDON
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The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Trustees' annual report

For the year ended 31 May 2022

The trustees present their report and the audited financial statements for the year ended 31 May 2022.

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

An introduction from the Chair of the Board, Fergus McNeill

I am writing this a day or two after the appointment of Liz Truss as Prime Minister, and of her new Cabinet. Of course, the wider context of this latest political transition includes the tragedy and turmoil associated with the UK's experience of the Covid-19 pandemic. But the new Government also faces the inter-related and profound challenges of an ongoing war in Europe and of an energy crisis that threatens to plunge many people into severe hardship and even destitution. Both literally and figuratively, we can all sense the dark times ahead. The prospect of winter has become frightening in ways that we might have hoped had been consigned to history.

The field in which we work – criminal justice – is in no way immune to the impact of these wider challenges. Indeed, we know that whenever times are hard in society more generally, the hardships and deprivations caused or exacerbated by punishment tend to become even more acute. And our sector has its own challenges and problems: Barristers are on strike. Probation staff in the recently renationalised service are denied the right to express opinions to the parole board on key decisions. Inspection reports continue to show that our prisons are often overcrowded, unhygienic and ineffective in supporting rehabilitation and reintegration. The indictment could go on and on. Yet the government's policy – despite the economic and social crisis that the country faces – is to persist in throwing good (public) money after bad, further bloating our de-habilitating, dis-integrating, crime-generating penal system.

Despite all of this, there is much hope to be found in the pages that follow. Over the last year, the Howard League has seen the most significant and challenging transition in its recent history, and I have confidence that the complex work that our new Chief Executive has undertaken with the Board, the staff and the members, is successfully reshaping and refreshing the organisation. The Howard League now stands even more ready and able to work with others to challenge and change a status quo in our penal system that is, to put it simply, morally indefensible and financially unsustainable. This report provides numerous examples of how our team have worked with diligence, skill and commitment to present that challenge and support that change; sometimes case-by-case, as in our legal work, and sometimes through campaigning and research.

In all of this, we rely on the support of our members and our funders. One important aspect of our changing approach concerns how we engage with and mobilise our membership. If we're going to find a way out of the darkness of UK penal policy, then we may well need thousands of lights and torches. So, I want to end by asking, as you read what follows, please consider what part you might play in the work that lies ahead.

Objectives and activities

The Howard League for Penal Reform is the oldest penal reform charity in the world. We were established in 1866 as the Howard Association, named after John Howard, the first English prison reformer. In 1921 we merged with the Penal Reform League, forming the Howard League for Penal Reform.

Purpose and priorities 2019–2024

In 2019 the Board of the Howard League set the following strategic vision and priorities for the following five years:

The Howard League for Penal Reform recognises the humanity of all people involved in criminal justice. We seek to uphold their dignity and respect their human rights. We strive to minimise the human suffering and social harms that are both causes of crime and consequences of punishment. We stand for constructive forms of justice that contribute to building a safer, fairer society. We stand against abuse and mistreatment and all forms of unlawful discrimination in the criminal justice system.

To these ends, we are committed to:

- Remaining fearlessly independent, radical and critical in our campaigning, as well as being pragmatic, engaged and influential
- Sustaining high-quality, high-profile public engagement and education around criminal justice concerns
- Being evidence-based and research-informed
- Maintaining the culture of curiosity and ingenuity that allows us to respond to penal reform challenges in ways that are flexible, dynamic and agile
- Using the law and the courts to challenge injustice
- Being well-managed, well-governed and sustainable as a charitable organisation
- Being committed to working in partnership with others who share our values and goals.

Over the five years from 2019 to 2024 the Howard League will focus on three broad strategic priorities.

1) Stemming the flow

The Howard League will focus work on stemming the flow of people into the system, advocating for solutions which as much as possible lie outside of the criminal justice system.

Trustees' annual report

For the year ended 31 May 2022

The criminal justice system is not a static repository of people. It is better understood as a flow of individual lives, from point of arrest, through community interventions, all the way to the population in penal custody and beyond.

For the past three years, a key activity in respect of 'stemming the flow' has been the work of the Commission on Crime and Gambling Related Harms, which is run by the Howard League. We have also undertaken significant work in respect of the arrests of women and children, which is outlined below.

2) Better justice

The Howard League will focus work on better justice which emphasises rights and remedies. When solutions must be sought from within the system, these should be as non-invasive and flexible as possible. Prison must be a true last resort.

The Howard League's legal team focuses on the quality of justice for children and young people in custody. Through our access to justice service, we advised hundreds of children and young people each year in advocating for their rights in prison and supporting their return to the community. In the past year we have undertaken several projects that aim to improve and better understand their experience in custody.

Our Campaigns team are committed to share the experiences of people in custody with the public, amplifying key findings from reports from Her Majesty's Inspectorate of Prisons and Independent Monitoring Boards. We also respond to government consultations and developments in Parliament, with a view to reducing the prison population and improving conditions in prisons.

3) Strengthening the charity

The Howard League will focus work on strengthening the charity which speaks to our vision of being a well-managed, well-governed and sustainable charitable organisation. In particular, we shall continue to devote efforts to grow our membership, expand our influence and maintain our independence.

In the past year the new Chief Executive – supported by the Senior Management Team – has pursued significant change in respect of the governance and management of the charity, as outlined below.

Values

Over the past year the charity has renewed its focus on its values as an organisation. The Board has agreed to six core values, which inform all of our work, internally and externally. These values are: Excellence, Courage, Integrity, Learning, Collaboration and Accountability. These values are the foundation of our work and the way we treat others

Trustees' annual report

For the year ended 31 May 2022

and each other. To bring them to life, the staff has elaborated a Cultural Compass that details the behaviours and mindsets that should accompany each value. These are kept under regular review by the staff and by the Board.

Public benefit

For more than 150 years, the Howard League has been advocating for prisons to be used as a punishment of last resort, and for the better treatment of people in prison. This is not just for the benefit of people in prison but recognises that society is made safer when penal policy is evidence-based and humane.

Direct beneficiaries of our work include: people living in prisons (on remand, post-conviction and post-sentence) and their families, including the children and young people who call our advice line and who receive representation from our legal team; people working in and running prisons; people who come into contact with police officers and who face court; people facing sentences; academics and students specialised in penal policy; practising lawyers, magistrates and judges; those providing support and supervision in the community including probation and community care workers; members of Parliament across parties and civil servants engaged in penal policy. Direct beneficiaries also include the public at large, including victims of crime, who benefit both from our direct communication about penal policy and the state of prisons, and from a criminal justice system that keeps them safe.

The benefits of our work are demonstrated through: successful outcomes for children and young people who call our advice line and are clients of our legal work; the press and media picking up stories based on our work; the adoption of our recommendations in government penal reform initiatives; the referencing of our contributions to government consultations; the adoption of our suggested amendments to legislation; the acceptance of our arguments in third-party interventions in court judgments; academics positively engaging with the issues on which we are working; and greater understanding among the public and decision-makers of penal policy.

The Board has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Board considers how planned activities will contribute to the aims and objectives that have been set. While some activities are available only to members, these are in the minority and the vast majority of our work is available to the public free of charge. The Howard League website provides accessible information on our work to the public at large.

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

Trustees' annual report

For the year ended 31 May 2022

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

- provision of independent research and analysis to external bodies, including the senior judiciary, government and politicians across the political spectrum to assist in formulating law, policy and practice related to penal policy matters, which can have significant benefit for people in the UK;
- dissemination of research and information about penal policy directly to Howard League members, the press and media outlets, and others including: people in prison, people working in prison, judges, barristers, solicitors, chartered legal executives, students, advisers to governments and non-governmental organisations, who are then better able to advise public and private bodies about penal policy issues; and,
- offering conferences, lectures and other events on penal policy issues that are open to the general public to attend, to inform them about important issues which may affect their daily lives.

Achievements and performance

The charity's main activities 2021–22 are described below. All its charitable activities focus on reform of the penal system and supporting those within it. These are undertaken to further the Howard League's charitable purposes for the public benefit.

Stemming the flow

The Commission on Crime and Gambling Related Harms

The Commission on Crime and Gambling Related Harms (formerly the Commission on Crime and Problem Gambling) was set up three years ago to find new and better ways of preventing crime linked to gambling. This work is funded by the Gambling Commission (£1.8million over three years).

Chaired by Lord Peter Goldsmith KC, the Commission on Crime and Gambling Related Harms is comprised of 12 other Commissioners:

- Andrew Black, co-founder of Betfair
- Prof Henrietta Bowden-Jones OBE, FRCPsych, BA (Hons), DOccMed, MD (Imperial), Founder and Director of the National Problem Gambling Clinic
- (Retired) Assistant Chief Constable Matt Burton, Cheshire Police
- Dr John Chisholm CBE, Chair, Medical Ethics Committee, British Medical Association
- Jon Collins, Chief Executive, Prisoners' Education Trust
- Elizabeth Morony, Partner, Clifford Chance LLP
- Andrew Neilson, Director of Campaigns, Howard League for Penal Reform

Trustees' annual report

For the year ended 31 May 2022

- Neil Platt, Clinical Director, Beacon Counselling Trust
- Sarah Ramanauskas, Senior Partner, Gambling Integrity
- Gerda Reith, Professor of Social Science, University of Glasgow
- Norma Stephenson OBE, Councillor, Stockton on Tees Borough Council
- Sue Wade OBE

In 2022, the Commission changed its name to reflect learning from research findings about people's lived experience.

Throughout 2021 and the first half of 2022, the Commission was largely focussed on research, building on the evidence base developed through an international literature review, and oral evidence sessions.

In October 2021, the Commission published *State of Play*, a briefing which summarises the evidence uncovered so far and makes some initial recommendations to government and policymakers.

This briefing was published in tandem with the Commission's first research report *Sentencers' understanding and awareness and treatment of problem gamblers*, conducted by Sarah Page (Staffordshire University), and in partnership with the Magistrates Association.

In 2022, the Commission published two further research reports:

- *"Surviving, not living": Lived experiences of crime and gambling* by Dr Lauren Smith (University of Lincoln)
- *Police awareness and practice regarding gambling related harms* by Dr Helen Churcher, the Howard League for Penal Reform

Building on Dr Lauren Smith's findings, the Commission developed two additional research projects, in partnership with BetKnowMore:

- Exploring the lived experience of women, crime and gambling related harm
- Exploring the lived experiences of people from ethnic minority communities, crime and gambling related harms

These projects use peer research methodology to amplify the voices of women and people from ethnic minority communities who have been directly affected by gambling harms and crime. The research teams are due to report to the Commission in October and November 2022, with reports published shortly after.

The Commission's final research project explores prison culture and gambling, entitled *Exploring people's experience of gambling in prison*. This peer research project is being conducted in a men's prison and is due to report to Commissioners at the end of November 2022.

Trustees' annual report

For the year ended 31 May 2022

In addition to the focus on research, the Commission has been promoting its work and broadening its horizons in various ways.

In December 2021, The Commission made a submission to the NICE draft consultation on guideline scope for Gambling: identification, diagnosis and management.

On behalf of the Commission, Howard League staff engaged in two schemes aimed at enhancing the learning of the Commission:

- HarmLess community of practise, focusing on the experience of support practitioners and people from ethnic minority communities
- A policy review project conducted by LSE students, in tandem with learning platform Practera

We promoted the work of the Commission through a BBC Radio 4 File on 4 programme in June 2022, entitled *Gambling on Justice*.

Howard League staff and research teams continue to disseminate the work of the Commission and recent research findings: at academic conferences; to the Ministry of Justice; to Local Criminal Justice Boards; to Police and Crime Commissioners; and at upcoming political party conferences.

Finally, the work of the Commission will be showcased at the Howard League's upcoming conference 'Crime, Justice and the Human Condition', at Keble College, Oxford. The conference is supported by the funds of the Commission and will include: plenary sessions on gambling related harm; research presentations; bursary places for early career academics in the field; and an exhibition stand.

The Commission is expected to make a final report in early 2023.

Stemming the flow – the APPG on Women in the Penal System

The Howard League provided secretariat and policy support to the All Party Parliamentary Group on Women in the Penal System (the APPG), latterly chaired by Jackie Doyle Price MP and Kate Green MP. Our huge thanks to Baroness Corston, who stood down as co-chair over this period and was appointed the Honorary President of the APPG.

As the secretariat for the APPG, we submitted evidence to the government consultation on the Prisons Strategy White Paper, questioning the rationale behind expanded prison places for women and for women serving short sentences, which contradicts the government's Female Offender Strategy. As the APPG, we also gave evidence to the Public Accounts Committee (PAC) inquiry into improving outcomes for women in the criminal justice system. The submission supported the aims of the Female Offender

Trustees' annual report

For the year ended 31 May 2022

Strategy, namely to reduce the number of women in contact with the criminal justice system. It highlighted good practice by police services such as West Yorkshire, Durham, Avon and Somerset and Surrey to reduce arrests and divert women to support. Our Chief Executive appeared before the Committee and much of our evidence was picked up in the PAC's final report.

Project on reducing the arrest of women

The APPG concluded a three-year programme to reduce arrests of women, funded by the Lloyds Bank Foundation (£150,000). The fourth and final report under this grant was published in July 2022. [The Howard League | Arresting the entry of women into the criminal justice system: Briefing four](#)

During this year, we have met with representatives of several forces to learn more and discuss initiatives for reducing the arrest of women. This included meeting with: the Durham Constabulary and Durham children's services to find out more about their pilot scheme on reducing parental conflict; the Lancashire Women's Justice Group updating us on their 'Recourse' scheme, run in partnership with the Lancashire Constabulary (which was recognised as a runner-up in the Howard League Community Awards 2021); follow-up work with Humberside Police on guidance regarding pregnant women in contact with the police; and speaking to Cambridgeshire Police about their data sets and briefing on women coming into contact with police.

In September we responded to the College of Policing consultation on the scope of the review of the Code of Ethics calling for consideration of the experiences of women and policing. <https://howardleague.org/wp-content/uploads/2021/09/CoP-ethics.pdf>

We also responded to the Mayor's Office for Policing and Crime (MOPAC) Police and Crime Plan consultation and welcomed proposals for a distinct gender-informed approach for women in contact with the criminal justice system.

As the project has come to an end, we have reflected on successes and challenges in the work. We are pleased to have acted as an information hub for police services, Police and Crime Commissioners and NGOs working with women. We have recognised and shared good practice, encouraged forces to learn from their peers and develop good practice based on local needs. While we have been able to build good relationships with police services that are developing good practice, we have found it difficult to engage those who are not.

Inquiry on Women's Health and Wellbeing in Prison

Over the year the APPG held an inquiry into Women's Health and Wellbeing in Prison, which reported in April 2022. Evidence sessions were held on mental wellbeing,

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disproportionality, treatment and conditions and remand for own protection. This work was funded by a trust that has requested anonymity (£30,000).

The inquiry resulted in the publication of a report (<https://howardleague.org/publications/inquiry-into-womens-health-and-well-being-in-prisons/>) which highlighted the damaging impact of prison on women's lives. It noted that prisons are designed around the needs of a majority male population, meaning that women's health needs – medical and mental health – are rarely met. Poor outcomes for women in public health outside prison are amplified in prison; this is particularly true for women from racialised minorities. Most women enter prison with mental health problems, which are made worse through the prison experience. Fundamentally, most women in prison need not be in prison – very many are held on remand or on short sentences. Prison does little for these women, who in most cases need support and treatment rather than punishment.

We secured publicity for the report. Jackie Doyle-Price MP, as Co-chair of the APPG, spoke about the inquiry on Radio 4's Women's Hour and the APPG's findings were covered in the Telegraph, the Independent and the Justice Gap. The briefing paper was circulated to MPs and Peers as well as the Minister for Prisons and the Minister for Equalities, members of the Justice Select Committee and the Public Accounts Committee. It was covered in the Clinks women in the criminal justice system e-bulletin.

The APPG made submissions to Prisons Strategy White Paper and was in correspondence with the Public Accounts Committee, which led to the Howard League's Chief Executive giving evidence to the Committee as part of its inquiry on improving outcomes for women in the criminal justice system.

In light of the inquiry's work, the Howard League submitted evidence to the Justice Select Committee consultation on the use of adult remand. The submission referred to the disproportionality in the use of remand for women and people from Black and minority ethnic backgrounds and the use of remand for own protection for women.

After the APPG published a briefing on 2020 on the topic of remand for own protection, members of the APPG used the passage of the Police, Crime, Sentencing and Courts Bill in 2021 to table an amendment to see the practice ended. While the amendment was dropped at the Committee stage, the government committed to review the issue and new draft legislation published this year amends provisions in the Mental Health Act 1983 and the Bail Act 1976, which allow courts to remand people to custody because they are in mental health crisis. The Howard League has welcomed this development and will continue to press for repealing remand for 'own protection' or 'welfare' in all circumstances, including where courts mistakenly believe that it will protect someone from exploitation or abuse.

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The future of the APPG

In the summer of 2022, it was agreed that the secretariat function for the APPG should be transferred to the charity Women in Prison. This was in recognition of Women in Prison's significant reach in service provision and therefore expertise on issues affecting women in the penal system. Over the 14 years in which we have hosted the APPG, the Howard League has benefited greatly from the support and advice of countless MPs and members of the House of Lords, from women's prison advocates and support workers and from women with lived experience of prison. Our thanks to them all, but particularly to Baroness Corston. We wish the APPG all the best for its future success based at Women in Prison and look forward to supporting its work in the years to come.

Racial disparity in youth justice

This year has seen the launch of a new programme of work on addressing racial disparity in youth justice, which builds on previous child arrest work and on our 2021 guide for anti-racist lawyering. Funded for the next three years by the Esmée Fairbairn Foundation (£80,000 a year), the project commenced in May 2022 with the recruitment of a new policy officer.

Work to date has focused on setting up the parameters and key elements of the project, which include the formation of an Advisory Board. With partner organisations, we are exploring key challenges for the fair treatment of children from racialised minorities in the criminal justice system. While areas of work are emerging, we expect to explore themes of 'adultification', overuse of remand and considering 'joint enterprise' convictions through the prism of racial disparity.

Supporting crime-cutting projects

The Howard League Community Awards attract a flood of entries every year and, once again, it was striking to see so many schemes deserving of recognition and praise for their excellent work in the community. The range and diversity of the nominated programmes, each delivering services under such difficult circumstances during the pandemic, was remarkable.

From the high-quality field of nominations, 40 entries from England, Wales and Northern Ireland were shortlisted for the 2021 Community Awards, giving them the chance to promote their work on the national stage. They tuned into a Howard League online celebration in October, with 21 winners and commended entries being announced. Shortlisted projects showcased their work on our online event platform exhibition hall to promote their work and best practice ever further. A list of all the winners can be found on our website.

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A new category 'Racial Disparities in Youth Justice' was introduced into the awards this year to reflect the importance of this issue and the Howard League's new work stream. Also, a new criterion this year asked for the nominated organisations to demonstrate the use of lived experience in shaping the work they do. A reference from someone with lived experience of the project or organisation was supplied with each nomination. This information added real depth and colour to each nomination, firmly placing its work in context. The awards have attracted 46 nominations across eight categories. The internal shortlisting occurred in mid-August, with a shortlist of 32 nominations.

The judging panel will be meeting on Thursday 9 September to agree the final shortlist and winners for 2022 awards. The winners will be announced on Tuesday 22 November at our online ceremony.

Government and public affairs

The most significant political developments for criminal justice policy in this reporting year were the passage of the Police, Crime, Sentencing and Courts Bill and the publication of the Prisons Strategy White Paper.

In late 2021, the Howard League worked on amendments addressing the issue of IPPs in the Police, Crime, Sentencing, and Courts Bill. Although these amendments were not successful, the government did commit to reviewing current policies in light of a justice select committee inquiry into the sentence. We made our own submission to this inquiry in November.

In February 2022, the Howard League published its response to the Prisons Strategy White Paper consultation: [Howard League response to the Prisons Strategy White Paper.pdf \(howardleague.org\)](https://www.howardleague.org/wp-content/uploads/2022/02/Howard-League-response-to-the-Prisons-Strategy-White-Paper.pdf). Our response raises serious concern about the direction of travel of prison policy in increasing the prison population by 25%. While the White Paper hopes to improve both the experience of imprisonment and the outcomes for prison leavers, it is unclear to us how this could possibly be achieved in a context of an ever expanding prison population.

Over this year we have also responded to dozens of government and statutory consultations on a wide range of issues including human rights, law, sentencing and the treatment of children.

The charity is regularly consulted by ministers, officials and parliamentary committees. In June, our Chief Executive gave evidence in a private session to the House of Lords Constitutional Affairs Committee on the Queen's Speech. Our Chief Executive has regular

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meetings with relevant Ministers, as well as with the shadow justice teams, senior judges and senior civil servants.

Staff maintain strong relationships with senior officials across statutory agencies including the Parole Board, Sentencing Council, HM Inspectorates of Prisons and Probation, the Youth Custody Service and the Youth Justice Board.

Better Justice

Advice and legal representation for children and young adults

Children and young people in custody have distinct needs and are a growing, under-supported group of the prison population. Highly vulnerable and often facing long sentences, they need support in advocating for their own rights, as well as advocacy on their behalf.

We are proud that the Howard League runs the country's only dedicated advice line for children and young people in custody. With support from BBC Children in Need (see below), this year we were able to extend the hours of the advice line, allowing us to support more children and young people in distress.

Between 1 August 2021 and 31 July 2022, the legal team provided advice and assistance to 132 children under the age of 18 and 240 young people between the ages of 18 and 21 in 526 separate matters.

We gave these children and young people specialist legal advice about a range of different issues, including their treatment in custody, adjudications, transfers, and release planning. We explained their legal rights and entitlements, advised on them on how they could take action themselves and took action and advocated on their behalf. We also signposted and referred them to other firms of solicitors and organisations.

We pursued 74 cases, funded by Legal Aid, to help children and young people with treatment issues in custody, adjudications, recall and parole and resettlement. Half the cases saw us argue for young people to receive help with accommodation and support that their local authorities had a statutory duty to provide to them after leaving prison.

In July 2021, the Supreme Court ruled against our challenge – in *A.B. v Secretary State for Justice and the Youth Justice Board* – on behalf of a child who had been held in solitary confinement for 55 days. In December 2021, we submitted the case to the European Court of Human Rights, arguing that this treatment was inhuman and degrading, and that this represented an interference with his private life. We await the communication of the application to government.

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In May 2021 we issued a challenge to the use of restraint on a child in his own cell in a young offender institution for compliance purposes. We argued that this was unlawful and a breach of the client's rights under the Human Rights Act. In July 2022 the Ministry of Justice settled, committing to review the draft policy frameworks on behaviour management and physical restraint in youth custody and on body-worn video camera footage taking into account the client's experiences among other things. Our client also received a financial settlement. We await publication of the final versions of the policy frameworks.

The Howard League has worked for years on issues of 'adultification' and this year we commissioned Chocolate Films to produce four, four-minute films on the distinct needs and characteristics of young adults in the criminal justice system. The films were launched on 13 October 2021 at a joint event with the Transition to Adulthood (T2A) Alliance. The event was hosted by Her Majesty's Prison and Probation Service (HMPPS) so as to encourage attendance from court and probation staff. We are working with stakeholders to ensure that the films are used to train practitioners across the sector, including probation staff, judges, magistrates and lawyers.

Project work on better justice for children and young people

We have pursued several projects aimed at improving the quality of justice for children and young people in custody.

Improving children's understanding of their rights

In May 2019 we were granted four years of funding (including a year of extension funding; (£26,584) by BBC Children in Need to work to improve children's knowledge of their rights and skills at dealing with authority, and to promote their rights through advocacy and intervention on their behalf. We have used this funding to advise children in custody about their legal rights and entitlements through our access to justice service. The funding has allowed us to extend our advice line hours.

This year we ran two rights-based workshops with children in a secure children's home. These were run with the UK's Comics Laureate and used the medium of comic books about heroes, monsters, and mythical creatures to allow children to share their own experiences and discuss their key rights under the United Nations Convention on the Rights of the Child. The workshops empowered children to understand their rights and that lawyers can be accessible and helpful. We subsequently used vouchers donated by a member of the Howard League to buy comic books for the secure children's home's first comic book library.

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Empowering young people in custody

In April 2020, we received three years of funding from the Big Lottery (£366,556) to work on empowering young people in custody to understand and use the law to achieve better outcomes for themselves, to embed good practice, and to encourage lasting systems change.

This year we used the funding to launch a project to understand and support children on remand in prison with their unmet legal support needs. The aim was to understand, in discussion with professionals, why children had been remanded to custody and to see if they could be supported to get bail. Alongside legal casework, the Howard League talked to children about their experiences on remand and their perceptions of what led to it. In September 2021 we met with the second cohort of young people on remand at HMYOI Feltham. We met with three children and one 18-year-old to support them with bail, resettlement, and letters of mitigation and discuss their experiences of being on remand.

During the project we advised 13 children and young people and published two briefings. The first summarised the legal issues faced by children on remand. The second, published in May 2022, focused on the experiences, voices, and lessons to be learned from five of the young people. We are currently working with a barrister who specialises in youth justice to produce further resources for lawyers working with remanded children.

The final year of the project will focus on strengthening information on in-cell technology. We surveyed 130 children across three different prisons about how they use in-cell technology with a view to producing accessible legal education resources for children which they can access in their cell.

Understanding young adults on remand

In July 2022, we received a grant from the Barrow Cadbury Trust (£20,000) to complete a seven-month project about young adults on remand. We want to better understand the personal experiences of young adults on remand and help them and the professionals working with them, to have a better understanding of the law and their rights. The project started in August 2022, and we will be working with young people on remand at HMP Wormwood Scrubs.

Justice and Fairness in Prison

Beyond children and young people, the Howard League continues to be a leading and sought-after commentator on the state of justice and fairness in prisons. This work was supported by the Hogg Trust (£40,000).

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Though COVID-19 has moved into the background of daily life outside prison, it continues to cast a long shadow over life in prison. In order to better understand the realities of the pandemic and beyond it, we asked our members in prison and their families to share their better experiences of prison over the past two years. We learned that responses to the pandemic have exacerbated poor mental health in prison, with the suspension of family visits increasing the sense of isolation and desperation of many. The loss of experienced prison staff during the pandemic has slowed the return to normal regime in many prisons, with thousands of people still locked in cells 22.5 hours a day.

Beyond informing our policy work, we have brought these experiences to public attention over the past year, though work with the press, media and through blog posts. We regularly speak to the media in response to reports of Her Majesty's Chief Inspector of Prisons and Independent Monitoring Boards, providing context for reports of particular prisons.

We have responded quickly to issues of serious concern in prison, for example to the official statistics on deaths in custody, which in 2022 reached the highest level since current recording practices began.

Our experienced communications team have worked hard to ensure that issues relating to justice and fairness are in the news. For example, Politics.co.uk ran an article by our Chief Executive, Andrea Coomber, reflecting on the last 12 months in prisons and looking ahead to the changes we need to see in 2022. We wrote an article for i news about the government's White Paper on prisons. And we spoke to the Bloomberg Westminster podcast about the projected rise in the prison population and the problems this would cause. The Guardian came to us for comment after it obtained data on the number of misconduct investigations faced by prison staff. The story was also covered by Inside Time.

In the last year, we have shared our expertise and set up meetings with media outlets for smaller single-issue NGOs that with limited communications capacity and contacts. This has been motivated by a renewed commitment to collaborative, partnership working, and also by recognition of the importance for our cause of amplifying the experiences captured by NGOs close to the ground.

We continue to improve our ways of communicating out work. At the end of August we had: Twitter – 34.4K followers; Facebook – 5,418 likes; YouTube – 274 subscribers; and Instagram – 856 followers. In the year from September 2021 to August 2022, we had 70,167 use our website, who combined for 94,233 sessions and 185,193 page views.

Consolidating the research base

The Howard League's deep and long-standing connections to academic research in the criminal justice field are unparalleled. This year we both celebrated the 100th anniversary of the Howard Journal of Crime and Justice and planned a big International Conference to explore key contemporary challenges. Our Research team also led on six large research projects as part of the Commission on Crime and Gambling Related Harms.

Over the year, we published five issues of the Howard Journal. One – Volume 60 S1 – was an online-only publication to celebrate the centenary of the Howard Journal, which mirrored the content of the first journal with contributors reflecting on the relevance of concerns raised in 1921. The issue was discussed at a well-attended webinar chaired by Howard Journal Editor-in-Chief Professor Ian Loader in October 2021.

The Howard Journal has continued to grow in its reach and impact. The past year has seen a marked expansion in readership of the Journal, with a 39% increase in downloads and the Journal enjoys a 60% acceptance rate, with an increasing proportion of contributors coming from abroad.

The Research Advisory Group (RAG) continues to grow, with five new academics joining on the back of a competitive process. We are working with the RAG to drive membership and engagement among new thinkers in the space. Beyond the RAG, our Early Careers Academics Network (ECAN) seeks to engage new academics on issues relating to the Howard League's work. In the past year we have published three ECAN bulletins, one of which focused on reuniting probation.

Both the ECAN and the RAG have been involved in the development of our upcoming *Howard League International Conference 2022 – Crime, Justice and the Human Condition*. The event will be held at Keble College, Oxford on 13–14th September and will bring together more than 300 academics, practitioners and activists concerned about criminal justice. We have been overwhelmed by the volume and quality of abstracts submitted, and it looks set to be an exciting and challenging event. With a focus on reshaping the justice system, the Conference will help frame future work and partnerships for the Howard League.

Strengthening the charity

Inevitably, the arrival of a new Chief Executive in November saw renewed attention paid to the management and governance of the charity.

Membership

Members are key to the success of the Howard League; they provide vital funds while often offering valuable insights into the operation of the criminal justice system and lending authority to our work. We are keen to better understand our membership and to make better use of their expertise and experience in driving our work. To this end, in February 2022 we surveyed our members for the first time. The survey – which was completed by 575 members – revealed that a high proportion of our members work in education, criminal justice and the law. Members want to be more involved in our work and want their knowledge and experience to be utilised where appropriate. Our survey also highlighted the importance of using the unique insights of our members in prison, as well as family members of those in prison, to aid our learning and support our evidence base for change.

With the allocation of funds from the Strategic Fund, we have invested in a new database that will allow us to manage our membership and development contacts better and more safely. Our move to the new database – while still afoot – is resulting in the cleansing of our data. We have around 9,000 members at the time of writing, including around 500 members in prison and 900 family members of people in prison. This is fewer members than previously understood, and while the exact figure is not yet clear, our new system will allow us to ensure clear and accurate data.

With a new Membership Officer in post, we are reviewing our membership strategy, and refreshing our approach to membership benefits, recruitment and retention. We very much hope that our members will help spread the word about the Howard League's work and why prison isn't the answer to crime.

Fundraising

We are immensely grateful to all the individuals, and trusts and foundations that have supported our work.

Since the arrival of the Chief Executive, we have strengthened our development function, shuffling staff internally to increase focus on fundraising and recruiting a Development Support Officer to generate a pipeline of funders and applications.

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Trusts and foundations play a critical role in supporting the work of the Howard League. Over the year, we have received a number of grants from trusts and foundations, both as restricted and unrestricted income, detailed below.

We received new restricted grants or donations from:

- Esmée Fairbairn Foundation (£80,000 a year for three years; restricted to work on youth justice and young people)

We continued to receive a number of restricted multi-year grants for existing projects, details of which are provide above. These were:

- Big Lottery – Integrated legal advice, education, participation and change for young people in the Criminal Justice System (£366,556 over three years 2020–23)
- Children in Need – Legal advice line (£25,584 continuation funding one year)
- Legal Education Trust – Justice First Fellowship (£47,926 over two years 2022–24)
- Lloyds Bank Foundation – Arrests of women (£50,000 per year for three years – completed February 2022)

We have continued to receive unrestricted support from: The Hanley Trust (£1,000); Esmée Fairbairn Foundation (£5,000); Jolanta and Max Neufeld Charitable Trust (£10,000); Oakdale Trust (£3,000); WF Trust (£500); and William P Bancroft Charitable Trust (£1,000)

We've received £34,919 in unrestricted income from gifts in wills, from 5 different individuals.

Events

The reverberations of the pandemic continued into this year, with most of our events held online. The following events were held online, and free for the public:

- In Conversation with Justin Russell, September 2021
- Ending custodial remand event, with Transform Justice, September 2021
- Ian Hislop in conversation with Frances Crook, September 2021
- In Conversation with Laura Janes, February 2022
- In Conversation with Angela Kirwin, June 2022
- In Conversation with Tristan Kirk, July 2022

In May 2022, our new Chief Executive delivered the annual Parmoor Lecture, entitled *Son of a Convict: law, human rights and the politics of punishment*. Our thanks to Clifford Chance LLP for generously hosting the event.

In addition, we held two 'Law and Practice Seminars' – one in October 2021 on the Howard League films on young adults in the criminal justice system, the other in June

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2022 on Crime, Care, Discrimination and Remorse: Children in the Justice System, hosted by Doughty Street Chambers.

In addition to the above, Howard League staff members regularly attended and spoke at a wide range of conferences and events.

Financial review

For the year ended 31 May 2022, the Howard League recorded a net deficit, before other recognised gains and losses, of £786,896. Our investments unrealised gains was £2,131.

Income

Total income received in 2021/2022 decreased by 7 % to £854,720 (2021: £917,377). Details of how this has arisen are shown below.

Donations and legacies

£248,643

Charitable activities

£533,193

Trading activities

£14,755

Investments

£50,735

Others

£7,394

Expenditure

£1,641,616

Staff costs

Staff costs account for nearly 72% of the total costs of the organisation and have increased by just over 10% from 2020/21. During the year, the total average FTE headcount increased to 25 (2021: 19)

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In early 2022 the Chief Executive led a benchmarking exercise and review of staff salaries. This resulted in new salary scales being adopted, the movement of some staff across scales, an increase to some staff salaries and a ring-fencing of senior staff salaries. The new scale came into effect at the beginning of the 2022/2023 financial year.

Costs of generating funds

The cost of generating funds makes up 4.5% of our overall expenditure, an increase this year from £56,454 to £73,004. This includes fundraising salary costs and overhead costs based on staff time attributable to the fundraising function.

The Strategic Fund

The Strategic Fund is a designated fund set aside by the trustees to support the infrastructure of the Howard League. In this financial year, we have drawn down on the Strategic Fund to increase the IT infrastructure in the office (extended cabling and wifi in the office; the purchase of laptop devices for all staff). Investment in development work (fundraising) and other staff termination expenses has seen a drawn down on the Fund of £158,008.

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

Principal risks and uncertainties

As part of the governance review, the Howard League is in the process of reassessing its approach to risk. To this end, we expect a new risk management strategy to be adopted in the coming year. Risk is currently monitored regularly by the Senior Management Team and the Board; with the new Finance, Audit and Risk Committee also having review of risk on its agenda.

At present, the main risks identified on the register are retention of key staff; staff recruitment; major disaster; safeguarding; income generation; public perception and the inability of the organisation to influence government policy. For each risk, factors in mitigation are in place and there is regular review against performance.

Beyond the register, the transition to a new Chief Executive, particularly after 35 years of the former, represents a significant and challenging transition for the organisation and therefore risk to the charity. The Chair and Treasurer of the Board are providing regular oversight of and support to Andrea. We are reassured in the fact that Andrea is an experienced NGO leader, with a strong track record of successful leadership of JUSTICE.

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The leadership transition also provides a vital opportunity to reconsider priorities, refresh approaches, rethink roles and reset relationships within and beyond the organisation. Over the past ten months, Andrea has developed strong and constructive working relationships with the Board, the staff and with others in the sector. We are confident that the transition is going very well, despite the profound sector-wide and social challenges noted in the Chair's report above.

Reserves policy and going concern

Both the Board and the Howard League's supporters recognise that the organisation operates in a policy environment that requires a long-term commitment if it is to achieve its mission. The nature of our work relies on high quality and timely product from staff. Therefore, it is the view of the Board that the Howard League needs a reserves level that will enable it to continue to attract the highest level of staff expertise and, in so doing, meet its long-term commitments to its supporters and beneficiaries.

Each year the Board reviews the reserves policy, taking into consideration any major risks and the impact these could have on planned income and expenditure. Our current policy is that unrestricted reserves on average equivalent to at least 12 months' running costs (c£2,087,161 based on our 2022-2023 budget) are needed if the Howard League is to deliver on its commitments, meet the long-term expectations of its supporters and beneficiaries, and continue to attract the highest level of staff expertise with which to do so.

It is important to us to grow the Howard League so that we can keep up with demands of the work that is needed, and we are committed to doing this in a sustainable way. Despite our relatively strong financial position, it remains important that we maintain our reserves at the agreed level. We keep a close eye on these and our cash flow throughout the year.

At the close of 31 May 2022, the Howard League had £857,555 (2020-2021: £1,165,667) in general reserves which is below the Board's reserves policy of 12 months' running costs. The Howard League's reserve funds are held in a mix of fixed interest deposit accounts and equity-based common investment funds, with the aim of securing and sustaining the charity's strong financial foundations.

These reserves are comprised of general unrestricted funds and endowment funds that are not tangible fixed assets (general unrestricted funds of £2,257,553 less tangible fixed assets of £1,400,000. See note 16a of the accounts for more details.

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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In the coming year, the Howard League's Finance, Audit and Risk Committee and Board will review its reserves policy.

Plans for the Future, from Chief Executive Andrea Coomber

At the time of writing – 31 August 2022 – I am ten months into leadership of the Howard League, with my tenure covering just over half of the work covered in this Trustees Annual Report. On appointment I inherited from the indomitable Frances Crook an organisation with a rich and proud history of penal reform, with a highly committed and experienced staff and with a strong public profile. The three pillars of the current strategy – stemming the flow of people into the criminal justice system, increasing the quality of justice in prison, and strengthening the charity – provide a solid foundation upon which to build the work of the organisation and the impact of its activities. With this strategy ending in 2023, the coming year will see a refresh in line with a changing, and increasingly challenging context.

Much of my time at the Howard League to date has revolved around clarifying and developing our values and a culture which will allow our staff, and therefore the work, to flourish. While this is an ongoing process, the coming year will see us build on these foundations by refining the strategies and methodologies that will maximise our impact as an organisation. We will develop a theory of change that clearly identifies the role of the Howard League as a leading commentator and actor in the criminal justice sector in England and Wales, and that sets out activities against which we can measure our impact.

This is a critical time for the criminal justice system generally and prison policy in particular. In the context of a cost-of-living crisis, the government has committed to increasing the prison population by 25% in the next three-and-a-half years. This is despite an abundance of evidence that prison does little to deter crime; instead it disrupts, derails and devastates lives in a way that feeds criminality. Many of our prisons, even the 'good ones', are hot beds of poor mental health, violence and hopelessness, which sees nearly half of those released reoffend within a year. And it costs the taxpayer a fortune.

The Howard League has an important role in lifting the lid on life in prison and explaining to the public what the politicians already know but refuse to acknowledge: that prison doesn't cut crime. It follows that we have to support politicians to develop the courage required to make evidence-based policy. We will also hold them to account for the harms they cause when they fail to do so. The Howard League has always challenged injustice in the criminal justice system, and we will continue to do this, through campaigns and policy work, as well as through litigation.

In recent months we have reshaped staffing around our communications function which

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will see us refresh the way we speak to our members, supporters and the public. This will include redesigning our website, honing our messages and reinvigorating our social media presence. We will launch an events programme, online and in person.

I am particularly keen to make more of our membership, using members to shape and advocate for our work. We will build on our membership survey and find ways to build the membership and to bring members closer to our work, including the experience of members in prison and their families.

We will continue to build our development function, diversifying income streams. We will focus fundraising efforts on deepening relationships with existing donors and on developing new relationships, focusing on unrestricted, multi-year funding opportunities. We will establish a Development Board, and with its support start to build a major donor funding programme, providing opportunities for supporters to engage meaningfully with our work and beneficiaries.

I have invested a lot of time in the past year updating our 'back office', which is vitally important for a sustainable, effective organisation. This process should be completed by the end of the coming year.

I have spent much of the last 10 months meeting others in the sector to understand their work and where they see the Howard League advancing change in the criminal justice space. I have spoken to our members, people in prison, prison governors and staff, civil servants, politicians of all shades, and NGOs in the criminal justice sector. I have been invited to prisons, to women's centres and drug rehab centres, and to see advice lines and innovative services in action. I have been overwhelmed by the warmth of the welcome and by the spirit of collaboration and support that has greeted me. There is enormous goodwill for the work of the Howard League and a strong belief in the importance of the Howard League as powerful voice for and of the sector.

Finally, I would like to thank our members, donors, funders and staff for their support during this period of transition. Frances has built a fantastic organisation with an important and distinct voice; I look forward to seeing it grow in stature and impact over the years to come.

Structure, governance and management

Staffing

As is typical with a leadership transition, the past year has seen some movements in staff. We are grateful to Dr Laura Janes, Barbara Norris, Philip Goring, Lorraine Atkinson and Dr Molly Corlett for years of service and wish them well. Putting inclusion at the heart of our recruitment practices, we have successfully recruited four new members of staff who, along with other valuable skills and experience, bring lived experience of prison to the team. In 2021 the Howard League received registration as a London Living Wage employer and will in future be paying all interns the London Living Wage.

With the support of the Legal Education Trust (£48,426), we were able to recruit a new Justice First Fellow – a trainee solicitor, who joined us at the beginning of 2022.

The nature of the Howard League's work can be challenging and upsetting. To support staff, and to nurture a healthy organisation, we have engaged an experienced clinical practitioner, Patrick Mandikate, to work with staff on a fortnightly basis.

The last year has also seen the introduction of new staff management systems and processes to streamline planning and evaluation of our work. We are hugely grateful to Nina Williams and her colleagues at Freshfields LLP for their advice and guidance to our human resources function. With support from the Strategic Fund*, we have invested in stronger IT infrastructure, including upgrading the office cabling and wifi, and providing laptop computers to all staff.

Governance

We are a registered charity and a company limited by guarantee, incorporated in England and Wales. As our constitutional documents were adopted in 1967, the Board is in the process of updating them to ensure that they both reflect our core activities and best contemporary governance practice.

As part of the governance review, all policies and procedures are being checked and updated. We are grateful to Erica Handling and to Dechert LLP for their support with this process.

The governance structure

The Board members of the Howard League are directors of the company for the purposes of the Companies Act and are charity trustees as defined by section 177 of the Charities

Trustees' annual report

For the year ended 31 May 2022

Act. All Board Members give their time voluntarily and receive no benefits from the charity. The Board is responsible for the overall governance of the Howard League.

The Chief Executive, Andrea Coomber, is responsible for leadership and management of the charity, meeting regularly with the Chair of the Board, Fergus McNeill, and consulting other Board members as required.

The Howard League is managed by the Senior Management Team, comprising: Andrew Neilson (Director of Campaigns); Euginia Lolomari (Director of Finance and Operations) and Anita Dockley (Research Director). Since the departure of the Legal Director in February 2022, Managing Lawyers Sinead MacCann and Claire Salama have joined the Senior Management Team on an interim basis. Euginia Lolomari meets regularly with the Treasurer, Sally Lewis, to review and discuss financial performance and challenges.

Operation of the Board

Board members are appointed at the AGM and there must be a minimum of three members and a maximum of 12; we currently have 8 in post. The Board meet in regular session four times per year, where they consider overall strategy, operational performance and the financial situation. They also have an annual Away Day for strategy development.

The Howard League generally recruits Board members from within our membership. Board members are appointed at the AGM for a three-year term. In line with recommendations of the UK Charity Governance Review of 2016, the proposed revised articles of association will see the introduction of two-term limits for Board members, with the Chair and Treasurer serving for four years.

Board places are advertised in advance of the Annual General Meeting at which members are appointed. Board members have the power to appoint any person at any time to the Board to fill a vacancy, although this person will stand down and be re-elected at the next Annual General Meeting.

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

Trustees' annual report

For the year ended 31 May 2022

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

Finance, Audit and Risk Committee

Set up in mid-2022, the Finance, Audit and Risk Committee comprises of two Board members – including the Honorary Treasurer – and three members of the Howard League with relevant expertise. The current members are: Sally Lewis (Hon. Treasurer); Ben Elger; Gerry Marshall (Trustee); Lucy Robinson; and Delbert Sandiford.

The Committee will meet four times, with the Chief Executive and Director of Finance and Operations also attending.

Among other things, the Committee's role is to:

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

Statement of responsibilities of Board Members

The Howard League's Board members (who are directors of Howard League for the purposes of company law and the charity trustees as defined by section 177 of the Charities Act 2011) are responsible for preparing the Trustees' Annual Report and the financial statements, in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Trustees' annual report

For the year ended 31 May 2022

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

Board Members are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Board is aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The Board has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The Board are members of the charity,

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Trustees' annual report

For the year ended 31 May 2022

but this entitles them only to voting rights. The Board have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP serves as the charity's auditor.

The Trustees' annual report has been approved by the Board on 11 October 2022 and signed on their behalf by

Fergus McNeill
Chair, Board of Trustees

Independent auditor's report

To the members of

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Opinion

We have audited the financial statements of Howard League for Penal Reform (the 'charitable company') for the year ended 31 May 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 May 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

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 Howard League for Penal Reform's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Independent auditor's report

To the members of

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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

Other Information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 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

Independent auditor's report

To the members of

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

- **Capability of the audit in detecting irregularities**

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

Independent auditor's report

To the members of

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Independent auditor's report

To the members of

The Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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.

Jonathan Orchard (Senior statutory auditor)

25 November 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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

For the year ended 31 May 2022

	Note	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Income from:							
Donations and legacies	2	248,643	-	248,643	246,245	-	246,245
Charitable activities							
Campaigns, policy & research	3	5,000	135,050	140,050	-	91,000	91,000
Events, conferences & publications	3	56	-	56	64	-	64
Legal services for young people	3	57,409	171,665	229,074	124,270	200,438	324,708
Membership income	3	164,013	-	164,013	161,487	-	161,487
Other trading activities	4	14,755	-	14,755	21,794	-	21,794
Investments	5	50,735	-	50,735	64,602	-	64,602
Other		7,394	-	7,394	7,477	-	7,477
Total income		548,005	306,715	854,720	625,939	291,438	917,377
Expenditure on:							
Raising funds	6	73,004	-	73,004	56,454	-	56,454
Charitable activities							
Campaigns, policy & research	6	280,026	620,344	900,370	276,238	453,392	729,630
Events, conferences & publications	6	75,235	-	75,235	76,836	-	76,836
Legal services for young people	6	308,548	163,022	471,570	212,516	183,471	395,987
Membership	6	121,437	-	121,437	109,801	-	109,801
Total expenditure		858,250	783,366	1,641,616	731,845	636,863	1,368,708
Net (expenditure)/income before net gains / (losses) on investments		(310,245)	(476,651)	(786,896)	(105,906)	(345,425)	(451,331)
Net gains / (losses) on investments		2,131	-	2,131	166,779	-	166,779
Net (expenditure) / income for the year	7	(308,114)	(476,651)	(784,765)	60,873	(345,425)	(284,552)
Transfers between funds		-	-	-	324,611	(324,611)	-
Net (expenditure)/ income before other recognised gains and losses		(308,114)	(476,651)	(784,765)	385,484	(670,036)	(284,552)
Gains on revaluation of fixed assets		-	-	-	200,000	-	200,000
Net movement in funds	17	(308,114)	(476,651)	(784,765)	585,484	(670,036)	(84,552)
Reconciliation of funds:							
Total funds brought forward		2,565,667	923,373	3,489,040	1,980,183	1,593,409	3,573,592
Total funds carried forward		2,257,553	446,722	2,704,275	2,565,667	923,373	3,489,040

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Balance sheet

Company no. 00898514

As at 31 May 2022

	Note	£	2022 £	£	2021 £
Fixed assets:					
Tangible assets	12		1,455,230		1,439,114
Investments	13		1,213,669		1,666,424
			<u>2,668,899</u>		<u>3,105,538</u>
Current assets:					
Debtors	14	78,462		107,965	
Cash at bank and in hand		120,205		345,228	
		<u>198,667</u>		<u>453,193</u>	
Liabilities:					
Creditors: amounts falling due within one year	15	(163,291)		(69,691)	
Net current assets			<u>35,376</u>		<u>383,502</u>
Total net assets			<u><u>2,704,275</u></u>		<u><u>3,489,040</u></u>
The funds of the charity:					
Restricted income funds	17		446,722		923,373
Unrestricted income funds:					
Designated property funds					
Property fair value reserve fund		750,000		750,000	
Property historic cost fund		650,000		650,000	
		<u>1,400,000</u>		<u>1,400,000</u>	
Total designated property funds					
Designated strategic fund		620,704		778,712	
Other designated funds		-		-	
General funds		236,851		386,955	
		<u>236,851</u>		<u>386,955</u>	
Total unrestricted funds			<u>2,257,553</u>		<u>2,565,667</u>
Total charity funds			<u><u>2,704,275</u></u>		<u><u>3,489,040</u></u>

Approved by the trustees on 11 October 2022 and signed on their behalf by

Fergus McNeill
Chair

Statement of cash flows

For the year ended 31 May 2022

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

	2022 £	2021 £
Net (expenditure) / income for the reporting period (as per the statement of financial activities)	(784,765)	(84,552)
Depreciation charges	26,159	14,508
Losses / (gain) on investments	(2,131)	(16,779)
Loss on disposal of fixed assets	-	-
Gain on revaluation of fixed assets	-	(20,000)
Dividends and interest from investments	(50,735)	(6,602)
Decrease / (increase) in debtors	29,503	(3,587)
(Decrease)/increase in creditors	93,600	(1,122)
Decrease/(increase) in cash held by investment broker pending reinvestment	-	-
Net cash provided by operating activities	(688,369)	(551,134)

	Note	2022 £	£	2021 £	£
Cash flows from operating activities					
Net cash provided by operating activities		(688,369)		(551,134)	
Cash flows from investing activities:					
Dividends and interest from investments		50,735		64,602	
Proceeds from sale of investments		504,393		4,459	
Purchase of fixed assets		(42,275)		-	
Purchase of investments		(49,507)		(59,362)	
Net cash used in investing activities		463,346		9,699	
Change in cash and cash equivalents in the year		(225,023)		(541,435)	
Cash and cash equivalents at the beginning of the year		345,228		886,663	
Cash and cash equivalents at the end of the year		120,205		345,228	

Notes to the financial statements

For the year ended 31 May 2022

1 Accounting policies

a) Statutory information

Howard League for Penal Reform (incorporating the Howard Centre for Penology) is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 1 Ardleigh Road, London, N1 4HS.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

c) Public benefit entity

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

d) Going concern

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

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

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

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

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

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

f) Donated services

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

g) Investment income and interest receivable

Investment income and interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the income due from the bank or investment manager.

Notes to the financial statements

For the year ended 31 May 2022

1 Accounting policies (continued)

h) Fund accounting

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

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

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of furthering the purposes of the charity and their associated support costs

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

j) Allocation of support costs

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

- | | |
|--------------------------------------|-----|
| • Campaigns, policy & research | 20% |
| • Events, conferences & publications | 20% |
| • Legal services for young people | 20% |
| • Membership income | 20% |
| • Support costs | 10% |
| • Governance costs | 10% |

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

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

- | | |
|--------------------------------------|-----|
| • Campaigns, policy & research | 50% |
| • Events, conferences & publications | 5% |
| • Legal services for young people | 30% |
| • Membership income | 10% |
| • Raising funds | 5% |

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities. These costs are split equally between the 5 activities listed above.

k) Operating leases

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

Notes to the financial statements

For the year ended 31 May 2022

1 Accounting policies (continued)

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

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

• Office equipment	10 per cent per annum
• Library books	15 per cent per annum
• Computers	50 per cent per annum

The trustees have adopted a policy of reporting freehold land and buildings at market value. The last full valuation was carried out on 4 May 2012. Interim valuations will be carried out at other times if it is likely there has been a material change in value.

The trustees are of the opinion that any potential depreciation charge would be immaterial to the accounts. The trustees believe the estimated life of the property to be very long and the estimated residual value of the property to be close to the carrying amount. As such, the property is not depreciated. Any gain or loss arising on revaluation is taken to the fair value reserve.

An annual impairment review on the property and other fixed assets is undertaken to determine if circumstances indicate that the recoverable value of assets is materially lower than their value in the accounts. Any impairments identified are written off as extra depreciation through the statement of financial activities.

m) Listed investments

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

n) Accrued legal work income (WIP)

Income is recognised on casework earned and due ("work in progress" or "WIP") according to the time booked on the matter multiplied by the relevant legal aid or interpartes rate.

o) Debtors

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

p) Cash at bank and in hand

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

q) Creditors and provisions

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

r) Financial instruments

The charity only has both basic and non-basic financial assets and financial liabilities. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Non-basic financial instruments are measured at fair value with any gain or loss going to the statement of financial activities.

s) Pensions

All staff are auto enrolled in a work place defined contribution pension scheme contributing 10% of gross salary.

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Notes to the financial statements

For the year ended 31 May 2022

2 Income from donations and legacies

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Donations	213,724	-	213,724	219,306	-	219,306
Legacies	34,919	-	34,919	26,939	-	26,939
	<u>248,643</u>	<u>-</u>	<u>248,643</u>	<u>246,245</u>	<u>-</u>	<u>246,245</u>

3 Income from charitable activities

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Esmée Fairbairn	5,000	80,000	85,000	-	1,000	1,000
Tolkien Trust	-	30,000	30,000	-	-	-
Lloyds Bank Foundation	-	25,050	25,050	-	50,000	50,000
J G Hogg	-	-	-	-	40,000	40,000
Sub-total for campaigns, research & policy	<u>5,000</u>	<u>135,050</u>	<u>140,050</u>	<u>-</u>	<u>91,000</u>	<u>91,000</u>
Income from sales of publications	56	-	56	64	-	64
Sub-total for Events, conferences & publications	<u>56</u>	<u>-</u>	<u>56</u>	<u>64</u>	<u>-</u>	<u>64</u>
The Lottery	-	124,814	124,814	-	119,536	119,536
Barrow Cadbury	-	350	350	-	27,000	27,000
The Legal Education Trust	-	25,313	25,313	-	15,361	15,361
BBC Children in Need	-	19,938	19,938	-	26,255	26,255
Esmee Fairbairn	-	-	-	-	5,000	5,000
Legal services for young people	57,409	1,250	58,659	124,270	7,286	131,556
Sub-total for Legal services for young people	<u>57,409</u>	<u>171,665</u>	<u>229,074</u>	<u>124,270</u>	<u>200,438</u>	<u>324,708</u>
Membership subscriptions	119,978	-	119,978	119,436	-	119,436
Income tax recoverable on subscriptions /donations	44,035	-	44,035	42,051	-	42,051
Sub-total for Membership income	<u>164,013</u>	<u>-</u>	<u>164,013</u>	<u>161,487</u>	<u>-</u>	<u>161,487</u>
Total income from charitable activities	<u><u>226,478</u></u>	<u><u>306,715</u></u>	<u><u>533,193</u></u>	<u><u>285,821</u></u>	<u><u>291,438</u></u>	<u><u>577,259</u></u>

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Notes to the financial statements

For the year ended 31 May 2022

4 Income from other trading activities

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Rental & other income	-	-	-	5,699	-	5,699
Royalties for publications	14,755	-	14,755	16,095	-	16,095
	<u>14,755</u>	<u>-</u>	<u>14,755</u>	<u>21,794</u>	<u>-</u>	<u>21,794</u>

5 Income from investments

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Income from stocks and shares	50,403	-	50,403	63,830	-	63,830
Interest receivable	332	-	332	772	-	772
	<u>50,735</u>	<u>-</u>	<u>50,735</u>	<u>64,602</u>	<u>-</u>	<u>64,602</u>

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Notes to the financial statements

For the year ended 31 May 2022

6a Analysis of expenditure (current year)

	Cost of raising funds £	Campaigns, research & policy £	Events, conferences & publications £	Legal service for young people £	Membership £	Governance costs £	Support costs £	2022 Total £	2021 Total £
Staff costs (Note 8)	45,755	595,367	52,738	333,666	40,935	45,989	70,016	1,184,466	1,073,189
Other staff costs	-	81,085	-	5,437	-	7,750	28,711	122,983	13,128
Travel & Subsistence	-	2,357	-	1,386	-	1,125	629	5,497	1,644
Publication costs	306	6,292	-	235	46,494	-	-	53,327	49,032
Publicity & dissemination	-	21,882	-	-	-	-	-	21,882	17,645
Professional/Consultancy fees	-	65,330	-	32,912	-	-	1,225	99,467	66,174
Investment managers fees	3,750	-	-	-	-	-	-	3,750	1,822
Office and other expenses	696	-	-	5,289	-	72	23,461	29,518	16,875
Premises expenses	-	-	-	6,774	-	-	23,542	30,316	43,597
Miscellaneous expenses	-	-	-	-	-	-	429	429	5,629
Equipment purchase	-	1,964	-	1,000	-	-	1,220	4,184	2,175
Irrecoverable VAT	-	-	-	-	-	-	7,777	7,777	3,743
Equipment maintenance	-	-	-	4,822	-	-	30,011	34,833	41,466
Bank Charges	-	-	-	-	-	-	6,354	6,354	7,931
Audit & accountancy	-	-	-	-	-	-	10,675	10,675	10,150
Depreciation	-	-	-	-	-	-	26,159	26,159	14,508
	50,507	774,277	52,738	391,520	87,429	54,936	230,209	1,641,616	1,368,708
Support costs	11,510	115,105	11,510	69,063	23,021	-	(230,209)	-	-
Governance costs	10,987	10,988	10,987	10,987	10,987	(54,936)	-	-	-
Total expenditure 2022	73,004	900,370	75,235	471,570	121,437	-	-	1,641,616	
Total expenditure 2021	56,454	729,630	76,836	395,987	109,801	-	-		1,368,708

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Notes to the financial statements

For the year ended 31 May 2022

6b Analysis of expenditure (prior year)

	Cost of raising funds £	Campaigns, research & policy £	Events, conferences & publications £	Legal service for young people £	Membership £	Governance costs £	Support costs £	2021 Total £
Staff costs (Note 8)	28,384	522,112	50,732	292,649	35,994	58,207	85,111	1,073,189
Other staff costs	-	2,399	-	1,084	-	8,850	795	13,128
Travel & Subsistence	-	1,644	-	-	-	-	-	1,644
Publication costs	-	10,123	-	754	37,383	772	-	49,032
Publicity & dissemination	144	11,357	-	703	-	-	5,441	17,645
Professional/Consultancy fees	-	55,451	-	10,423	-	-	300	66,174
Investment managers fees	1,822	-	-	-	-	-	-	1,822
Office and other expenses	-	-	-	1,596	-	-	15,279	16,875
Premises expenses	-	6,525	-	6,452	-	-	30,620	43,597
Volunteer expenses	-	-	-	-	-	-	-	-
Miscellaneous expenses	-	-	-	-	-	-	5,629	5,629
Equipment purchase	-	1,020	-	225	-	930	-	2,175
Irrecoverable VAT	-	-	-	-	-	-	3,743	3,743
Equipment maintenance	-	-	-	4,389	-	-	37,077	41,466
Bank Charges	-	-	-	-	-	-	7,931	7,931
Audit & accountancy	-	-	-	-	-	10,150	-	10,150
Depreciation	-	-	-	-	-	-	14,508	14,508
	30,350	610,631	50,732	318,275	73,377	78,909	206,434	1,368,708
Support costs	10,322	103,217	10,322	61,930	20,643	-	(206,434)	-
Governance costs	15,782	15,782	15,782	15,782	15,781	(78,909)	-	-
Total expenditure 2021	56,454	729,630	76,836	395,987	109,801	-	-	1,368,708

Notes to the financial statements

For the year ended 31 May 2022

7 Net expenditure for the year

This is stated after charging:

	2022 £	2021 £
Depreciation	26,159	14,508
Loss on disposal of fixed assets	-	-
Operating lease rentals:		
Equipment	5,644	6,527
Auditor's remuneration (excluding VAT):		
Audit	10,675	10,150
	<u>10,675</u>	<u>10,150</u>

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

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	963,029	865,376
Social security costs	100,477	89,379
Employer's contribution to defined contribution pension schemes	120,960	118,433
	-	-
	<u>1,184,466</u>	<u>1,073,188</u>

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2022 No.	2021 No.
£60,000–£70,000	1	1
£70,001 – £80,000	1	2
£80,001 – £90,000	3	0
£90,001 – £100,000	-	1
£100,001–£110,000	-	0
	<u>-</u>	<u>0</u>

The total employee benefits including pension contributions and employers national insurance of the key management personnel were £505,818 (2021: £485,738)

Total termination costs in the year were £100,488 (2021: £nil).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £1,125 (2021: £0) incurred by 3 (2021: 0) members relating to attendance at meetings of the trustees.

Notes to the financial statements

For the year ended 31 May 2022

9 Staff numbers

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

	2022 No.	2021 No.
Raising funds	1	1
Campaigns, policy & research	8	6
Events conferences & publications	1	1
Legal services for young people	8	7
Membership	2	2
Support	1	2
Governance	1	1
	22	20

10 Related party transactions

Aggregate donations from related parties were £NIL (2021: £NIL).

There are no other related party transactions to disclose for 2022 (2021: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

11 Taxation

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

12 Tangible fixed assets

	Freehold property £	Computers £	Office Equipment £	Library books £	Total £
Cost or valuation					
At the start of the year	1,400,000	27,626	81,304	2,018	1,510,948
Additions	–	38,750	3,525	–	42,275
Disposals	–	(22,935)	(15,227)	–	(38,162)
At the end of the year	1,400,000	43,441	69,602	2,018	1,515,061
Depreciation					
At the start of the year	–	27,626	42,191	2,017	71,834
Charge for the year	–	19,375	6,784	–	26,159
Depreciation released	–	(22,935)	(15,227)	–	(38,162)
At the end of the year	–	24,066	33,748	2,017	59,831
Net book value					
At the end of the year	1,400,000	19,375	35,854	1	1,455,230
At the start of the year	1,400,000	–	39,113	1	1,439,114

The freehold property at 1 Ardleigh Road, London, N1 4HS was valued at £1,200,000 on 4 May 2012 by Copping Joyce Chartered Surveyors LLP (independent valuers). The historical cost of the freehold is £650,000. An informal valuation was received from Chestertons on 13 September 2019 of £1,400,000. The Trustees consider that, after considering costs of selling, the value of the property is not materially affected.

Notes to the financial statements

For the year ended 31 May 2022

13 Listed investments

	2022 £	2021 £
Fair value at the start of the year	1,666,424	1,444,742
Additions at cost	49,507	59,362
Disposal proceeds	(504,393)	(4,459)
Cash	-	-
Net gain / (loss) on investments	2,131	166,779
	<u>1,213,669</u>	<u>1,666,424</u>
Fair value at the end of the year	<u>1,213,669</u>	<u>1,666,424</u>
Investments comprise:		
	2022 £	2021 £
UK Common investment funds	1,175,003	1,600,775
Shares listed on the London Stock Exchange	38,666	39,688
Cash	-	25,961
	<u>1,213,669</u>	<u>1,666,424</u>

14 Debtors

	2022 £	2021 £
Other debtors	9,782	10,965
Accrued Legal work income	37,557	66,347
Disbursements	13,118	18,387
Accrued income	18,005	12,266
	<u>78,462</u>	<u>107,965</u>

15 Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	1,656	2,755
Taxation and social security	32,202	30,305
Accruals	129,433	36,631
	<u>163,291</u>	<u>69,691</u>

Notes to the financial statements

For the year ended 31 May 2022

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

	General unrestricted £	Designated property funds £	Designated strategic funds	Restricted £	Total funds £
Tangible fixed assets	55,230	1,400,000	-	-	1,455,230
Investments	146,243	-	620,704	446,722	1,213,669
Net current assets	35,376	-	-	-	35,376
Net assets at 31 May 2022	236,851	1,400,000	620,704	446,722	2,704,275

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

	General unrestricted £	Designated property funds £	Designated strategic funds	Restricted £	Total funds £
Tangible fixed assets	39,114	1,400,000	-	-	1,439,114
Investments	-	-	743,051	923,373	1,666,424
Net current assets	347,841	-	35,661	-	383,502
Net assets at 31 May 2021	386,955	1,400,000	778,712	923,373	3,489,040

17a Movements in funds (current year)

	At 1 June 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 May 2022 £
Restricted funds:					
Legal work (Adviceline)	-	21,188	(21,188)	-	-
Big Lottery – Legal work	45,699	124,814	(115,671)	-	54,842
Sentencing– young adults	500	350	(850)	-	-
The Legal Education Trust	-	25,313	(25,313)	-	-
Reducing arrests of women	11,816	55,050	(64,366)	-	2,500
Fairness in prison	40,000	-	(40,000)	-	-
Crime & problem gambling	825,358	-	(506,215)	-	319,143
Criminal Care	-	-	-	-	-
Racial disparity research	-	80,000	(9,763)	-	70,237
Total restricted funds	923,373	306,715	(783,366)	-	446,722
Unrestricted funds:					
Designated property funds:					
Property fair value reserve fund	750,000	-	-	-	750,000
Property historic cost fund	650,000	-	-	-	650,000
Total designated property funds	1,400,000	-	-	-	1,400,000
Strategic fund	778,712	-	(158,008)	-	620,704
Total designated funds	2,178,712	-	(158,008)	-	2,020,704
General funds	386,955	-	(150,106)	-	236,849
Total unrestricted funds	2,565,667	-	(308,114)	-	2,257,553
Total funds	3,489,040	-	(1,091,480)	-	2,704,275

Notes to the financial statements

For the year ended 31 May 2022

17b Movements in funds (prior year)

	At 1 June 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 May 2021 £
Restricted funds:					
Legal work (Adviceline)	-	38,542	(38,542)	-	-
Big Lottery – Legal work	29,232	119,536	(103,069)	-	45,699
Sentencing– young adults	-	27,000	(26,500)	-	500
The Legal Education Trust	-	15,361	(15,361)	-	-
Reducing arrests of women	27,926	50,000	(66,110)	-	11,816
Fairness in prison	15,165	40,000	(15,165)	-	40,000
Crime & problem gambling	1,186,096	-	(360,738)	-	825,358
Criminal Care	10,379	1,000	(11,379)	-	-
Property	324,611	-	-	(324,611)	-
Total restricted funds	1,593,409	291,439	(636,864)	(324,611)	923,373
Unrestricted funds:					
Designated funds:					
Property fair value reserve	550,000	200,000	-	-	750,000
Property historic cost fund	303,127	-	-	346,873	650,000
Total designated property funds	853,127	200,000	-	346,873	1,400,000
Strategic fund	778,712	-	-	-	778,712
Total designated funds	1,631,839	200,000	-	346,873	2,178,712
General funds	348,344	792,718	(731,845)	(22,262)	386,955
Total unrestricted funds	1,980,183	992,718	(731,845)	324,611	2,565,667
Total funds	3,573,592	1,284,157	(1,368,709)	-	3,489,040

17 Movements in funds (continued)

Purposes of restricted funds

Legal work (Adviceline)

Specialist adviceline for young people in custody.

Programme on reducing child arrests

Programme for reducing child arrests.

Sentencing – young adults

A review of sentencing judgments for young adults.

Reducing arrests of women

Programme for reducing arrests of women.

Fairness in prison

A new programme to find ways of reducing conflict, violence and injustice inside jails.

Crime and Problem Gambling

This is a 3 year commission to look into the between problem gambling and crime, it commenced in January 2019. Due to the pandemic period the commission will conclude in March 2023.

The Legal Education Trust

Matched funding for Justice First Fellowship for caseworker in the Legal team 2 years started January 2020.

Lottery Funding

Participation work delivered by the legal team over 3 years – started March 2020

Racial disparity

This is a 3-year project started May 2022 funded by Esmee Fairbairn to investigate the racial disparity in youth justice

Criminal care – ending the criminalisation of children in residential care

Improving policies and practices of agencies and services for children in residential care.

Property

The value of the original restricted donation towards the purchase of the office. See transfers between funds note below.

Purposes of designated funds

Property historic cost fund

The value of the original historic cost of the property.

Property fair value reserve

Demonstrates the gain on the property revaluation compared to its historic cost.

Strategic fund

This fund is designated by the trustees to strengthen the Howard League position through a period of recession and uncertainty, and to fund income shortfall. Decisions to use this fund are agreed by the board on the basis of strategic principles set down during the budgeting process.

Transfers between funds

A transfer was made out of the restricted property fund to bring this fund to zero, as the trustees consider that the restriction on these funds was satisfied on the purchase of the property. The property and equipment fund was renamed the property historic cost fund and a transfer was made into this fund from the restricted property fund and from general funds to show the original historic cost of the property.

Notes to the financial statements

For the year ended 31 May 2022

18 Operating lease commitments

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

	Equipment	
	2022	2021
	£	£
Less than one year	5,644	5,200
One to five years	16,460	22,104
	<u>22,104</u>	<u>29,325</u>

19 Legal status

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

Accounts

Company number: 898514
Charity number: 251926

The Howard League for Penal Reform

(incorporating the Howard Centre for Penology)

Report and financial statements
For the year ended 31 May 2021

The Howard League for Penal Reform (incorporating the Howard Centre for Penology)

Contents

For the year ended 31 May 2021

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The Howard League for Penal Reform (incorporating the Howard Centre for Penology)

Reference and administrative information

For the year ended 31 May 2021

Company number 898514

Charity number 251926

**Registered office
and operational
address** 1 Ardleigh Road
LONDON
N1 4HS

Trustees Trustees, who are also directors under company law, who served
during the year and up to the date of this report were as follows:

Professor Ben Bradford
Adrian Briggs
Zubaida Haque
Sally Lewis, Hon. Treasurer
Gerry Marshall
Professor Fergus McNeill, chair
Elizabeth Morony, vice chair
Professor Pamela Taylor
Danielle Vidal

Honorary President

Lord Ken Macdonald QC

Staff during the year

Debbie Adewale	administrative assistant
Lorraine Atkinson	senior policy officer
Dr Miranda Bevan	policy associate (Left Oct 2020)
Dr Helen Churcher	research and project officer
Dr Molly Corlett	legal project support officer
Frances Crook OBE	chief executive officer
Poppy Cabbage	membership and projects officer
Anita Dockley	research director
Marie Franklin	caseworker
Philip Goring	finance and administration officer
Dr Laura Janes	legal director
Euginia Lolomari	director of finance and corporate services
Sophie Lumsden	membership development manager
Sinead MacCann	solicitor
Andrew Neilson	director of campaigns director

The Howard League for Penal Reform (incorporating the Howard Centre for Penology)

Reference and administrative information

For the year ended 31 May 2021

Barbara Norris	events and website manager
Renee Oyeleye	administrative assistant
Rob Preece	campaigns and communications manager
Ana Rosenthal	caseworker
Claire Salama	solicitor
Claire Sands	research and policy manager
Anna Spencer	caseworker
Catryn Yousefi	programmes manager

Consultant

Gemma Buckland	Commission on crime and problem gambling
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Editor-in-Chief of the Howard Journal of Crime and Justice

Professor Ian Loader	University of Oxford
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Editors

Dr Rachel Condry	University of Oxford
Dr David Green	John Jay College, New York, USA
Professor Elena Larrauri	Universitat Pompeu Fabra, Barcelona, Spain
Professor Simon Mackenzie	Victoria University of Wellington, New Zealand

Managing Editor

Anita Dockley	Howard League for Penal Reform
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Book Review Editor

Dr Mary Rogan	Trinity College Dublin, University of Dublin, Ireland
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Publishing Editor

Brenda McWilliams

The Howard League for Penal Reform benefited from the contribution of many students and office volunteers.

The charity is grateful to Clifford Chance for seconding trainee lawyers on three-month placements to support our work for young people.

The Howard League for Penal Reform (incorporating the Howard Centre for Penology)

Reference and administrative information

For the year ended 31 May 2021

Bankers

Nat West Bank Plc
PO Box 1357
169 Victoria Street
LONDON
SW1E 5BT

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House
108-114 Golden Lane
LONDON
EC1Y 0TL

**Investment
advisors**

Cazenove Capital
Schroder & Co Ltd
31 Gresham Street
London
EC2V 7QA

The Howard League for Penal Reform (incorporating the Howard Centre for Penology)

Trustees' annual report

For the year ended 31 May 2021

The trustees present their report and the audited financial statements for the year ended 31 May 2021.

Reference and administrative information set out on pages 1-3 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Trustees' annual report

For the year ended 31 May 2021

Report of the chair of the board of trustees

Professor Fergus McNeill

I'm sure that I speak for all the Trustees in saying how proud we are of what the whole team at the Howard League has achieved over the course of the last year -- surely one of the most trying years we have all faced. We are also profoundly grateful for the remarkable tenacity and talent the team continually demonstrates.

Even setting aside the Covid-19 pandemic and all its multifarious impacts on our lives and work, this last year was always bound to be a significant and unusually testing one. After very many successful years at the helm, we all knew we faced the impossible task of replacing Frances Crook as Chief Executive (as a person, she is, of course, irreplaceable!). I suspect that in future histories of penal reform, Frances Crook will be rightly recognised not just as an indefatigable campaigner but also as a true leader – in thought and action – and as someone who never shied away from confronting and challenging the nonsense of penal excess that blights our nation.

Frances Crook's influence on the development of the Howard League (and of criminal justice reform more generally) is impossible to quantify. As Trustees, we take some comfort from the fact that it is so obvious in the individual and collective qualities of the staff team (and the wider membership of the Howard League) that she has nurtured so carefully. In a very practical sense, they will be her legacy, and we are excited to work with our incoming Chief Executive Andrea Coomber to explore the next vital stage of our development together.

As Frances Crook's final report (below) makes abundantly clear, there is much work to be done. Our justice system is broken or breaking in many ways; and the people who work within it and/or are processed by it (as 'offenders', victims, witnesses, families) are among the first to bear the brunt of its dysfunction. They deserve better; as do we all. So long as that remains the case, we will need the Howard League to sustain, develop and expand the impact of its crucial work.

Thank you for your continuing support as we renew our commitment to that work, grateful for Frances Crook's years of service, but also excited by what the future holds.

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For the year ended 31 May 2021

Report of the chief executive

Frances Crook

A year when the Covid-19 pandemic dominated public and private life set challenges for the charity. We had to restructure our working arrangements, we were not able to visit prisons or criminal justice agencies or to meet face to face with officials and leaders. Nevertheless, the work continued tenaciously, and I am pleased to report that we had a significant impact on public life, practice and policy.

Because the courts were not functioning as normal, fewer people were remanded or sentenced to prison and the number of men, women and children in prison was reduced. The prison authorities put in place some temporary accommodation blocks in order to keep people separate so they would be less likely to infect each other, which improved conditions for some. Nevertheless, some 20,000 men were still held in crowded conditions, two a cell designated for one person, which meant that for the year they were confined to the cell almost all day with no access to work, activities or personal interaction with staff, family or other prisoners.

The charity worked hard to get the government to mitigate the worst of the isolation people in prison were suffering. We were in regular correspondence with ministers and even at one point threatened legal action. All the correspondence and the replies from ministers were made public and posted on our website.

Instead of reaping the benefit of fewer people in prison, the government has embarked on a massive expansion programme of 18 new jails and tens of thousands of additional cells which will encourage the use of prison and increase the population.

In the face of such profligate waste of public money we continue to work for fewer people in prison by focussing on reducing arrests, the entry point to the toxic criminal justice system. We concentrated on stemming the arrests of children and of women, which would mean fewer going through prosecution, punishment and prison.

This report gives details of our legal work to help individual children and young adults. It illustrates our campaigns and policy work covering community and custody. This year we have done it differently, but we have done it just as effectively.

I wrote in last year's report that it would be my last as I was retiring but the process of recruiting a successor took a bit longer than anticipated so I am once again reporting on a full year of work, with my retirement taking place at the end of October. We are holding an event hosted by our President, Lord Macdonald, in the House of Lords to thank everyone who has worked with me to pursue the aims of the Howard League and I am asking people to make donations to set up an internship programme to commemorate

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the life and contribution of David Faulkner, a past chair of the board of trustees who died this year.

I am very pleased that Andrea Coomber is taking over as chief executive in November. She has a wealth of experience and expertise, and I am confident she will lead a thriving and impactful organisation. The charity will be in safe hands and my best wishes go to her and the team of staff, trustees and members. I will be giving my papers to the library of Warwick University, which holds the Howard League's historic documents.

Report of the trustees

Strategic Vision and Priorities: 2019–2024

In 2019 the board of trustees set the strategic vision and priorities for the coming five years.

The Howard League for Penal Reform recognises the humanity of all people involved in criminal justice. We seek to uphold their dignity and respect their human rights.

We strive to minimise the human suffering and social harms that are both causes of crime and consequences of punishment.

We stand for constructive forms of justice that contribute to building a safer, fairer society.

We stand against abuse and mistreatment and all forms of inappropriate discrimination in the criminal justice system.

To these ends, we are committed to:

- Remaining fearlessly independent, radical and critical in our campaigning, *as well as* being pragmatic, engaged and influential
- Sustaining high-quality, high-profile public engagement and education around criminal justice concerns
- Being principled in our approach, as well as evidence-based and research-informed
- Maintaining the culture of curiosity and ingenuity that allows us to respond to new crime and justice challenges in ways that are flexible, dynamic and agile
- Using the law and the courts to challenge injustice
- Being well-managed, well-governed and sustainable as a charitable organisation

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- Being committed to working in partnership with others who share our values and goals.

Over the five years from 2019 to 2024 the Howard League will focus on three broad strategic priorities. We shall evaluate our activities and proposals for new initiatives against these priorities and our principles.

1) Stemming the flow

The Howard League will focus work on *stemming the flow* of people into the system, advocating for solutions which as much as possible lie outside of the criminal justice system.

The criminal justice system is not a static repository of people. It is better understood as a flow of individual lives, from point of arrest, through community interventions, all the way to the population in penal custody and beyond.

2) Better justice

The Howard League will focus work on *better justice* which emphasises rights and remedies. When solutions must be sought from within the system, then these should be as non-invasive and flexible as possible. Prison must be a true last resort.

Alongside stemming the flow, we will promote better justice systems.

3) Strengthening the charity

Work on *stemming the flow* or *better justice* is impossible without a solid underpinning for the charity.

The Howard League will focus work on *strengthening the charity* which speaks to our vision of being a well-managed, well-governed and sustainable charitable organisation. In particular, we shall continue to devote efforts to grow our membership, expand our influence and maintain our independence.

Stemming the flow

Crime and gambling

The Commission on Crime and Problem Gambling was set up two years ago to find new and better ways of preventing crime linked to gambling.

Chaired by Lord Peter Goldsmith QC, the Commissioners are

Dr Jamie Bennett, former prison governor and now deputy director in HMPPS

Andrew Black, co-founder of Betfair

Prof Henrietta Bowden-Jones OBE, director of the National Problem Gambling Clinic

Matt Burton, assistant chief constable, Cheshire Police

Dr John Chisholm CBE, Chair of the Medical Ethics Committee, British Medical Association

Jon Collins, chief executive, Magistrates Association

Frances Crook, chief executive, Howard League for Penal Reform

Elizabeth Morony, partner, Clifford Chance LLP

Andrew Neilson, campaigns director, Howard League for Penal Reform

Neil Platt, clinical director, Beacon Counselling Trust

Sarah Ramanauskas, senior partner, Gambling Integrity

Prof Gerda Reith, University of Glasgow

Norma Stephenson OBE, councillor, Stockton on Tees Borough Council

Sue Wade OBE, former chair, Howard League for Penal Reform

The Commission published a literature review that looked at international and national publications.

It submitted to the Law Commission review of the Proceeds of Crime Act, arguing that the legislation assumes that criminal activity leads to personal profit, whereas problem gambling usually leads to the loss of assets and often plunges families into financial crisis.

We had intended to attend the Fourteenth United Nations Congress on Crime, held in Japan, but instead held a virtual ancillary meeting which discussed the work of the Commission.

Research was at the heart of the programme and the first research led by Staffordshire University was conducted jointly with the Magistrates Association and looked at how much knowledge and understanding of the issues magistrates had.

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The first publication of the Commission reviewed the oral evidence sessions when eminent and expert contributors included people who had lived experience of crime and problem gambling either because they had been convicted of crimes or because a family member had been imprisoned. They included:

- Lord Peter Chadlington, life President of Action on Addiction and vice chair of the All Party Parliamentary Group on Gambling Related Harm
- Carolyn Harris MP and Sir Iain Duncan Smith MP, officers of the All Party Parliamentary Group
- Andrea Albutt, President of the Prison Governors Association
- Lisa Ustok, probation officer
- Roger Parkes and Kirsty Caldwell, Betway PLC
- Maris Catania and Tim Cook, Kindred Group PLC
- Professor Robert Williams, Alberta University

We said that there is very little understanding across the criminal justice system of the issue around crimes committed linked to problem gambling nor how best to respond.

Stemming the flow of women into the system

The Howard League provided administrative and policy support to the All Party Parliamentary Group on Women in the Penal System, chaired by Jackie Doyle Price MP, Debbie Abrahams MP and Baroness Jean Corston.

The APPG conducted two inquiries aimed at improving the outcomes for women in conflict with the criminal law.

The APPG is working on a three-year programme to reduce arrests of women. It received original and detailed evidence from five police forces in England and Wales providing anonymised data on arrests of hundreds of women. The figures suggest that thousands of women each year are arrested, held in custody and then released without charge, which is an unnecessary and wasteful use of police resources.

In March 2021 the APPG launched a second inquiry into women's health and well-being in prisons, hearing evidence from voluntary organisations working alongside women in prison. A report is to be published in the autumn.

In November 2020 the APPG published a briefing calling for the abolition of the court power to end people to prison for their own protection. Under 50-year-old legislation the courts can remove a man or woman's liberty without expert evidence or any formal investigation and without them having any investigation. The APPG chairs met with the minister to press the case and asked for the provision in the 1976 Bail Act to be repealed.

Reducing child arrests

Since 2010 the Howard League has been working with police forces across England and Wales to reduce children arrests, helping to ensure that hundreds of thousands of boys and girls do not have their lives blighted by a criminal record.

Arrests of children have been reduced by 74 per cent and in August 2021 we published the latest briefing showing that in 2020 police made 63,272 arrests of children.

In 2020, there were 261 arrests of primary school aged children, down from over 2,000 a decade ago. This is effectively raising the age of criminal responsibility by stealth, as it was clear that there was no government support for legislation to enact this reform, we have been working with the police to keep young children out of the toxic criminal justice system.

As the only charity working on child arrests, our persistent support for police doing things differently and generation of a positive public discourse on the success at reducing child arrests has undoubtedly made a significant contribution to this radical reform. We have made life better for thousands of children and into their adulthood.

Ending the criminalisation of children in residential care

Hundreds more boys and girls can look forward to a brighter future as government figures revealed in July the transformative impact of the Howard League programme to end the criminalisation of children in residential care. Data showed that the number of children criminalised had reduced from 15 per cent to five per cent. Our programme is nearing its end and we will be adding to the series of blogs by guest experts to tell the story of the work.

Crime cutting projects

The work of eighteen projects working across the country to reduce crime and transform lives were celebrated at the annual community awards conference in October 2020. This was held on-line but still attended by over 100 representatives from organisations across the whole country.

We held well attended virtual events to celebrate the work of the winners.

Once again, this year organisations working with gamblers, looked after children, people with mental health problems – all in an effort to keep them out of the criminal justice system – were nominated for the awards.

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All could show how they helped individuals and reduced crime and reoffending. The full list is on the Howard League website and the winners will be celebrated at a conference in October 2021.

Government and public relations

We submitted and published 35 responses to government and statutory consultations on a wide range of issues about justice, rights, the law and sentencing.

The charity is regularly consulted by ministers, officials and parliamentary committees. This year the legal director, Dr Laura Janes, gave oral evidence to the Human Rights Committee and the Police, Crime, Sentencing and Courts Bill Committee on the treatment of young people in the penal system.

The Ministry of Justice published a white paper on sentencing last year and this year legislation was introduced in the Police, Crime, Sentencing and Courts bill which included Home Office provisions on curtailing the right to protest in addition to draconian sentencing clauses that will lengthen prison sentences and increase the prison population. The Howard League has been working with consortia of voluntary organisations who share concerns about the proposed legislation. We are trying to get reform of the indeterminate sentence for public protection and will be working in the House of Lords.

Staff maintain strong relationships with senior officials across statutory agencies including the Parole Board, Sentencing Council, HM Inspectorates of Prisons and Probation, the Youth Custody Service and the Youth Justice Board.

Public education

In association with Black Protest Legal Support and in consultation with an expert advisory group the Howard League published a practical guide for antiracist lawyers. The guide was inspired by two harsh realities: racial discrimination as an enduring feature of criminal justice for Black people; and legal training in England and Wales that does not equip lawyers to be antiracist. The guide is designed to support lawyers to be antiracist at each phase of a client's journey through the system: at the police station, at court and after court. The national lockdown meant we could not hold our usual events so we moved to virtual events, holding a series of 'in conversation' discussions with key players including Vera Baird, Victims Commissioner; Peter Clarke, HM Inspector of Prisons; Lyn Brown MP, shadow minister; Sir Bob Neill MP, chair of the Justice Committee; Patrice Lawrence, writer; Keith Fraser, chair of the Youth Justice Board, Lord Ken Macdonald QC, president of the Howard League and Warden of Wadham College; Anne Longfield, former Children's Commissioner; Anna Hemmings, chief executive of Gamcare; Professor David Wilson, Birmingham City University; Caroline Adams QPM, Sussex Police; and the team at Make Amends, a restorative justice project

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working in Devon and Cornwall. Between 100 and 200 participated in the audience for each of the events, extending our reach across the country.

The 2020 AGM was an on-line event and we complied with our regulatory responsibilities.

The charity's publications and submissions are posted on our website and are freely available. The website is well visited, and our social media presence continued to grow, reaching some 34,000 followers on Twitter.

Despite the challenges of the national lockdown, we continued to have a strong presence for our concerns in the mainstream media. An article on prisons by the chief executive in the Guardian generated so many comments that the newspaper had to shut the facility and it also garnered many new members and donations. A subsequent article on work in prisons also generated considerable interest.

Statements were published on issues of public concern and publications from the inspectorate.

Our mainstream media presence was maintained, with interviews on television and key radio programmes. Members of staff wrote articles for newspapers and journals, covering a wide range of our research and concerns.

Better Justice

Legal representation of children and young adults

The antiracist guide for lawyers, Making Black Lives Matter in the Criminal Justice System, was launched in June with an event for lawyers. The guide was developed with the help of an expert advisory group, focus groups and a review of data and literature.

The Supreme Court ruled against our challenge on behalf of a child who had been held in solitary confinement and we are now considering whether to take the case to the European Court of Human Rights, which could potentially have implications for all Council of Europe states.

The legal team represented children and young adults facing disciplinary hearings and parole, securing improved outcomes for their reintegration. The team helped individual young people by challenging local authorities when they failed to comply with their duties and secured appropriate housing and support.

We extended the advice line hours to include an additional afternoon. We received just under 10,000 calls from young people and dealt with some 600 individuals, the majority of whom were boys – representing the fact that 95 per cent of the custody population is

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male – and with a disproportionate representation of the Black, minority ethnic young people.

We continued to embed our work on sentencing young adults: the legal director addressed hundreds of lawyers and probation officers on the topic, co-authored an article on the changes in the law around sentencing young adults for the Criminal Law Review and produced a set of short films on the topic (to be launched) in October this year.

The legal director wrote a submission to Parliament's Education Committee explaining that the quality of education is low, and access is limited.

Justice and fairness in prisons

Prisons should be places of justice. We can make society safer by treating people fairly. Treating people in prison with justice and fairness has a ripple effect and helps us to build safer and fairer communities.

Prisons should epitomise justice but instead they are centres of injustice, treating people unfairly and imposing unacceptable physical and emotional conditions with capricious systems of punishment. We argue that a fundamental shift in prison culture would make prisons safer and improve outcomes.

In November 2020 we published second research briefing in the programme that exposed the injustice of the prison disciplinary system that created a pervasive sense of injustice, fuelled conflict and overcrowding. The research showed that 210,000 adjudications had been conducted in 2019, an increase of 76 per cent in eight years. The resulting imposition of additional days of imprisonment reached 337,000 days.

A regular blog covered prisoners with autism and ideas on how prisons could improve. We argued for improved procedural justice, better restorative solutions and a rights-based approach.

Research

The focus of research this year was on crime and problem gambling. The first commission examined the sentencers' understanding and treatment of problem gambling and was conducted in partnership with the Magistrates Association by a team from Staffordshire University. Over 600 magistrates took part in a survey and focus groups were held. Participants regarded gambling as an addiction, but most magistrates had not considered problem gambling in the context of a criminal case.

Two further pieces of research were commissioned. We are exploring people's lived experience of crime and problem gambling and aim to amplify the voices of those directly

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affected. The second research commission is examining police awareness of problem gambling and crime. Both will be published next year.

Professor Ian Loader has agreed to remain as editor in chief of the Howard Journal for another four years. The journal has been performing well and there was an increase in its global reach with more institutions subscribing and downloads increasing by 22 per cent.

We celebrated the centenary of the coming together of the Howard Association and the Penal Reform League with events, blogs and social media posts. The Howard Association had been founded in 1866 to find a better penal system and the Penal Reform League was founded in 1907 with a proud history of defending imprisoned suffragettes.

The early career academic network published a series of bulletins comprising contributions from academics with special editions looking at the impact of the pandemic on the justice system.

Strengthening the charity

Members

The number of members increased month on month and is approaching 14,000 individuals and local organisations. This year we urged members to approach their MPs with information about women ending the imprisonment of women 'for their own protection'. Our members are the core of our work, ensuring independent funding, energy and activity.

Fundraising

We are immensely grateful to all the individuals and trusts that donated to our work. Every single gift is appreciated and valued and we make sure that the money is carefully invested in our work.

For a charity working on difficult and often unpopular issues, we have been singularly successful at fundraising and our accounts show a secure position with varied income streams.

Governance

Staff

The charity is fortunate in benefitting from committed, skilled and enthusiastic staff. We have a core team that has given many years to the charity ensuring that we can learn lessons and build on their experience, as well as new staff who bring fresh ideas and challenge. This balance is at the heart of our success.

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We were lucky in securing Justice First trainee solicitors one of who qualified this year.

Publications

All Party Parliamentary Group on Women in the Penal System: Arresting the entry of women into the criminal justice system, September 2020

Justice does not stop at the prison gate: Justice and fairness in prisons, briefing two, November 2020

Child arrests in England 2019, December 2020

All Party Parliamentary Group on Women in the Penal System: Prison for their own protection, the case for repeal, November 2020

Annual report, November 2020

Making Youth Justice, a research report by Professor Barry Goldson and Dr Damon Briggs, March 2021

All Party Parliamentary Group on Women in the Penal System: arresting the entry of women in to the criminal justice system, briefing three, May 2021

Making Black lives matter in the criminal justice system: a guide for antiracist lawyers, June 2021

Two editions of the newspaper, the Howard, were published and distributed in hard copy and on the website

Policy papers

Response to the Scottish Sentencing Council consultation on sentencing young people, August 2020

Response to the Sentencing Council drug offences consultation, August 2020

Response to the Sentencing Council consultation: What next for the Sentencing Council? September 2020

Submission to the Justice Select Committee inquiry on the future of the probation service, September 2020

Response to the College of Policing consultation on the guidelines for recognising and responding to vulnerability related risks, October 2020

The Howard League for Penal Reform (incorporating the Howard Centre for Penology)

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Response to the consultation on the criminal injuries compensation scheme review, October 2020

Response to the Youth Custody Service consultation on the transition of young people from youth to adult custody policy framework, October 2020

Submission to the Justice Committee call for evidence on the future of legal aid, November 2020

Submission to the Commission on Race and Ethnic Disparities, November 2020

Commission on Crime and Problem Gambling: Submission to the Law Commission consultation on confiscation under part 2 of the Proceeds of Crime Act (POCA) 2002, December 2020

Submission to the Ministry of Justice consultation on the parole system, December 2020

Submission the Education Committee inquiry: Education, Are prisoners being left behind, January 2021

Response to the Sentencing Council consultation on modern day slavery offences, January 2021

Response to the Ministry of Justice call for evidence on neurodiversity in the criminal justice system, January 2021

Response to the House of Lords Constitution Committee inquiry into the impact of Covid-19 on the operation of the courts, January 2021

Response to the HM Inspectorate of Prisons consultation on Expectations: Criteria for assessing the treatment of and conditions for those held in women's prisons, January 2021

Response to the Parole Board's draft guidance on instances where a person before the Board lacks capacity, February 2021

Response to HM Inspectorate of Prisons consultation on expectations for leadership, March 2021

Response to the Joint Committee on Human Rights call for evidence on the government's independent Human Rights Act Review, March 2021

Commission on Crime and Problem Gambling submission to the review of the Gambling Act, March 2021

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Response to the government consultation on proposals for reforming judicial review, April 2021

Response to the Department of Health and Social Care white paper on reforming the Mental Health Act 1983, April 2021

Response to the Competition and Markets Authority invitation to comment on children's social care, April 2021

Response to HM Inspectorate of Probation consultation on its inspection framework and programmes for 2021–2022, April 2021

Police, Crime, Sentencing and Courts bill, briefing for committee stage, May 2021

Response to the Justice Committee inquiry into mental health in prison, May 2021

Response to the Joint Committee on Human Rights call for evidence on the Police, Crime, Sentencing and Courts bill, May 2021

Response to the Independent Review of Criminal Legal Aid call for evidence, May 2021

Response to the draft framework on prisoners' property, May 2021

Response to the Law Commission consultation on intimate image abuse, May 2021

Response to the Department of Health women's health strategy, June 2021

Response to the Justice Committee inquiry into women in prison, June 2021

Response to the Law Commission's 14th programme of law reform, July 2021

Response to the Draft Framework on Managing Separation in the Children and Young People Secure Estate, July 2021

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Treasurer's report

I am pleased to report on a continued strong financial position for the Howard League for Penal Reform. Established systems ensuring appropriate and best use of resources are adhered to.

The charity received income of *£917,377* which represents a reduction in previous income, resulting primarily from the impact of the pandemic on a range of fundraising activities. The prior year's income of *£1.4m* included *£448,277* restricted funds for the third year regulatory settlement for the Commission on Crime and Problem Gambling.

An important contribution of *£264,245* to our unrestricted funds was derived from legacies and donations. In addition, the charity has received unrestricted income from our membership of *£161,487*. The Howard League is enormously grateful to each one of those people who give this financial support. We want these generous benefactors always to fully share our sense of pride in the achievements of the charity. Whilst we highly value the project funding that addresses important targeted work within a set of agreed outcomes; unrestricted funds give the charity additional agility to respond to circumstances.

Our income from events has been curtailed somewhat by the social restrictions of the pandemic. Nevertheless, the charity has made successful transition into online gatherings that have extended participation opportunities and attracted new members.

The Howard League provides legal services to young people in custody and the impact of this work is impressive; both on an individual case basis and in identifying and challenging systemic changes required. Legal casework to achieve these outcomes accounts for *£324,708* of income in this reporting period.

The charity has a managed investment portfolio and this has performed well. Trustees maintain a careful review of the investments and undertook in the reporting period to investigate transfer to a portfolio better attuned to sustainable development on environmental, social and governance criteria. The decision to transfer was agreed as prudent and appropriate.

The balance of our fund on 31st May 2021 includes *£1,666,424* held in equities and *£345,228* in short term cash deposits.

The charity owns our offices. We have not been in a position to make better use of this asset, by rental of a portion of our space, due to the ongoing national public health situation. The trustees ensure that this property asset remains subject to review to achieve full potential for charitable purposes.

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Our staff team remains our most valuable resource. They have shown commendable resilience throughout the reporting period, adapting constructively to the “working from home” / online environment. The charity has good staff retention levels that include a healthy turnover of staff for positive and constructive reasons. We value both the stability and experience of long service and the new approaches of our more recent employees.

The resources, generously given to the charity by individuals and organisations, have been managed and expended with great care and oversight by staff and trustees.

There is much to be done in creating a more humane, effective and fair criminal justice system. We are truly grateful to everyone who supports The Howard League in our work as a leading organisation and trusted partner in achieving less crime, safer communities and fewer people in prison.

Sally Lewis OBE
Honorary Treasurer

The Howard League for Penal Reform (incorporating the Howard Centre for Penology)

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Structure, governance and management

The organisation is a charitable company limited by guarantee, incorporated on 20 February 1967 and registered as a charity on 18 May 1967.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

The board

The Howard League for Penal Reform is governed by a board of trustees, whose principal responsibilities are the setting and monitoring of the strategic direction of the organisation and the establishment of policy. All trustees give their time voluntarily and receive no financial benefits from the charity. Any expenses reclaimed from the charity are set out in note 8 to the accounts.

Ensuring that our work delivered our aims

The trustees hold a strategy meeting each year to review the future direction of the organisation and ensure that it remains focused on the charity's purposes.

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

During the year the board of trustees met formally four times.

The board delegated the day-to-day operation of the organisation to the chief executive, Frances Crook.

Objectives and activities

Purpose and objectives

The Howard League for Penal Reform is the oldest penal reform charity in the world. It was established in 1866 as the Howard Association and was named after John Howard, the first prison reformer. It is a registered charity, company limited by guarantee and incorporated in England and Wales and a law firm with both a public law and a prison law contract to provide legal services to young people in custody. It is governed by its constitution and memorandum and articles of association.

The main charitable objects for which the Howard League was established, as described in its 1967 memorandum and articles of association, were 'to promote the sciences of penology and criminology, social health, the welfare and constructive treatment of pre-delinquents and offenders, the education, further education, advancement and pursuit of

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knowledge relating to penology, criminology, social health and delinquency, the training of those who deal with offenders and pre-delinquents and the prevention and limitation of criminal and anti-social activities'.

Core beliefs

The Howard League for Penal Reform works for less crime, safer communities and fewer people in prison.

Trustees' recruitment, induction and training

Recruitment of new trustees is through nomination and open advertisement. Candidates are interviewed by the Chair. New trustees are elected to the board at the annual general meeting. Trustees are elected to serve for a period of three years after which they must be re-elected at the next annual general meeting. The board seeks to ensure that there is appropriate balance of experience and representation relevant to the operations of the Howard League for Penal Reform.

All new trustees take part in an induction programme which is designed to ensure that they fully understand their roles and responsibilities, as well as the objects, activities and ethos of the charity.

Risk management

The board of trustees has ultimate responsibility for the management of risk, with day to day management of risk delegated to the executive management team. During the year the board reviewed the risk register.

Risk management is integrated with planning and budgeting and the organisation is committed to developing understanding of a risk-aware approach to working. The executive management team keeps major risks under regular review and reports any significant change in status of major risks and new risks.

The key risks identified during the year and kept under review:

- Impact of pandemic – monitoring government guidance
- Uncertainty over funding – mitigated by close monitoring of budgets monthly.
- Public perception and reputation which is kept under weekly review by monitoring the public relations strategy.

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Staff remuneration statement

The Howard League for Penal Reform is committed to ensuring that we pay our staff fairly and in a way which ensures we attract and retain the right skills to have the greatest impact in delivering our charitable objectives.

The board of trustees sets the pays scales for staff. The CEO is in attendance for the meeting (leaving for the discussion regarding the CEO's remuneration).

In determining the Howard League for Penal Reform's remuneration policy, the board of trustees consider all factors which are deemed necessary. The objective of the policy is to ensure that the chief executive and senior staff team are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the charity.

Public benefit statement

The trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit.

The trustees are satisfied that the aims and objectives of the charity meet the public benefit requirement; and that the charity's activities are in support of those aims.

Financial review

Reserves

Restricted funds received for specific projects or purposes that are not available for general use stand at £923,373 at year end.

The board of trustees reviews the reserves policy annually and it aims to ensure that adequate funds are held to run the charity for a period of at least 12 months. At the end of the year, our free and unrestricted reserves would cover 10 months at current expenditure. Unrestricted funds not in fixed assets amounted to £1,126,553 at the year end.

Investments

The trustees have the power to invest in such assets as they see fit. Investment decisions have been taken with a view to maximising the return, maintaining reasonable access to ensure the availability of funds for the purposes they are intended.

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As of 31 May 2021, the charity's holding in Cazenove Charity Multi Asset Fund was valued at £1.6m. In addition, some shares listed on the London Stock Exchange were held.

Fundraising disclosures:

The Howard League carries out all its fundraising in house and does not contract with consultants or agencies. The charity benefits from contributions from its 13,500 members and supporters, donations from grant making trusts, gifts in Wills, events and legal aid for our representation of young people in custody.

For 12 months to 31 May 2021, we received no complaints in relation to our fundraising activities. The board of trustees oversees policies that guide best practice on data protection and managing communications with vulnerable members of the public.

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For the year ended 31 May 2021

Statement of responsibilities of the trustees

The trustees (who are also directors of charitable company for the purposes of company law) are responsible for preparing the report of the trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at year-end was 9 (2018: 9). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

The Howard League for Penal Reform (incorporating the Howard Centre for Penology)

Trustees' annual report

For the year ended 31 May 2021

Auditor

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

The report of the trustees has been prepared in accordance with the special provisions applicable to companies' subject to the small companies' regime.

Approved by the trustees on 26 October 2021 and signed on their behalf by

Professor Fergus McNeill
Chair

Independent auditor's report

To the members of

The Howard League for Penal Reform (incorporating the Howard Centre for Penology)

Independent auditor's report to the members of Howard League for Penal Reform

Opinion

We have audited the financial statements of Howard League for Penal Reform (the 'charitable company') for the year ended 31 May 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 May 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

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 Howard League for Penal Reform'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.

Independent auditor's report

To the members of

The Howard League for Penal Reform (incorporating the Howard Centre for Penology)

Other information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 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 directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of

Independent auditor's report

To the members of

The Howard League for Penal Reform (incorporating the Howard Centre for Penology)

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

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

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.

Independent auditor's report

To the members of

The Howard League for Penal Reform (incorporating the Howard Centre for Penology)

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jonathan Orchard (Senior statutory auditor)

17 November 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

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

For the year ended 31 May 2021

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Income from:							
Donations and legacies	2	246,245	-	246,245	270,641	-	270,641
Charitable activities							
Campaigns, policy & research	3	-	91,000	91,000	26,600	631,477	658,077
Events, conferences & publications	3	64	-	64	15,854	-	15,854
Legal services for young people	3	124,270	200,438	324,708	53,991	136,467	190,458
Membership income	3	161,487	-	161,487	160,556	-	160,556
Other trading activities	4	21,794	-	21,794	58,896	-	58,896
Investments	5	64,602	-	64,602	64,376	-	64,376
Other		7,477	-	7,477	32,699	-	32,699
Total income		625,939	291,438	917,377	683,613	767,944	1,451,557
Expenditure on:							
Raising funds	6	56,454	-	56,454	55,150	-	55,150
Charitable activities							
Campaigns, policy & research	6	276,238	453,392	729,630	34,688	686,436	721,124
Events, conferences & publications	6	76,836	-	76,836	61,334	23,506	84,840
Legal services for young people	6	212,516	183,471	395,987	332,426	107,235	439,661
Membership	6	109,801	-	109,801	126,001	-	126,001
Total expenditure		731,845	636,863	1,368,708	609,599	817,177	1,426,776
Net (expenditure)/income before net gains / (losses) on investments		(105,906)	(345,425)	(451,331)	74,014	(49,233)	24,781
Net gains / (losses) on investments		166,779	-	166,779	(41,444)	-	(41,444)
Net income / (expenditure) for the year	9	60,873	(345,425)	(284,552)	32,570	(49,233)	(16,663)
Transfers between funds		324,611	(324,611)	-	-	-	-
Net income / (expenditure) before other recognised gains and losses		385,484	(670,036)	(284,552)	32,570	(49,233)	(16,663)
Gains on revaluation of fixed assets		200,000	-	200,000	-	-	-
Net movement in funds	7	585,484	(670,036)	(84,552)	32,570	(49,233)	(16,663)
Reconciliation of funds:							
Total funds brought forward		1,980,183	1,593,409	3,573,592	1,947,613	1,642,642	3,590,255
Total funds carried forward		2,565,667	923,373	3,489,040	1,980,183	1,593,409	3,573,592

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Balance sheet

Company no. 00898514

As at 31 May 2021

	Note	£	2021 £	£	2020 £
Fixed assets:					
Tangible assets	12		1,439,114		1,253,622
Investments	13		1,666,424		1,444,742
			<u>3,105,538</u>		<u>2,698,364</u>
Current assets:					
Debtors	14	107,965		72,378	
Cash at bank and in hand		345,228		886,663	
		<u>453,193</u>		<u>959,041</u>	
Liabilities:					
Creditors: amounts falling due within one year	15	(69,691)		(83,813)	
			<u>383,502</u>		<u>875,228</u>
Net current assets					
			<u>3,489,040</u>		<u>3,573,592</u>
Total net assets					
			<u>3,489,040</u>		<u>3,573,592</u>
The funds of the charity:	17				
Restricted income funds			923,373		1,593,409
Unrestricted income funds:					
Designated property funds					
<i>Property fair value reserve fund</i>		750,000		550,000	
<i>Property historic cost fund</i>		650,000		-	
Total designated property funds		<u>1,400,000</u>		<u>550,000</u>	
Designated strategic fund		778,712		778,712	
Other designated funds		-		303,127	
General funds		<u>386,955</u>		<u>348,344</u>	
Total unrestricted funds			<u>2,565,667</u>		<u>1,980,183</u>
Total charity funds			<u>3,489,040</u>		<u>3,573,592</u>

Approved by the trustees on 26 October 2021 and signed on their behalf by

Fergus McNeill
Chair

Statement of cash flows

For the year ended 31 May 2021

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

	2021 £	2020 £
Net (expenditure) / income for the reporting period (as per the statement of financial activities)	(84,552)	(16,663)
Depreciation charges	14,508	14,508
Losses / (gain) on investments	(166,779)	41,444
Loss on disposal of fixed assets	–	930
Gain on revaluation of fixed assets	(200,000)	
Dividends and interest from investments	(64,602)	(64,376)
Decrease / (increase) in debtors	(35,587)	96,884
(Decrease)/increase in creditors	(14,122)	9,254
Decrease/(increase) in cash held by investment broker pending reinvestment	–	(1,081)
Net cash provided by operating activities	(551,134)	80,900

	Note	2021 £	£	2020 £	£
Cash flows from operating activities					
Net cash provided by operating activities			(551,134)		80,900
Cash flows from investing activities:					
Dividends and interest from investments		64,602		64,376	
Proceeds from sale of investments		4,459		3,220	
Purchase of fixed assets		–		(55,826)	
Purchase of investments		(59,362)		(57,627)	
Net cash used in investing activities			9,699		(45,857)
Change in cash and cash equivalents in the year			(541,435)		35,043
Cash and cash equivalents at the beginning of the year			886,663		851,620
Cash and cash equivalents at the end of the year			345,228		886,663

Notes to the financial statements

For the year ended 31 May 2021

1 Accounting policies

a) Statutory information

Howard League for Penal Reform (incorporating the Howard Centre for Penology) is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 1 Ardleigh Road, London, N1 4HS.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

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

c) Public benefit entity

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

d) Going concern

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

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

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

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

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

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

f) Donated services

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

g) Investment income and interest receivable

Investment income and interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the income due from the bank or investment manager.

h) Fund accounting

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

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

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Notes to the financial statements

For the year ended 31 May 2021

1 Accounting policies (continued)

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of furthering the purposes of the charity and their associated support costs

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

j) Allocation of support costs

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

- | | |
|--------------------------------------|-----|
| ● Campaigns, policy & research | 20% |
| ● Events, conferences & publications | 20% |
| ● Legal services for young people | 20% |
| ● Membership income | 20% |
| ● Support costs | 10% |
| ● Governance costs | 10% |

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

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

- | | |
|--------------------------------------|-----|
| ● Campaigns, policy & research | 25% |
| ● Events, conferences & publications | 20% |
| ● Legal services for young people | 25% |
| ● Membership income | 20% |
| ● Raising funds | 10% |

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities. These costs are split equally between the 5 activities listed above.

k) Operating leases

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

Notes to the financial statements

For the year ended 31 May 2021

1 Accounting policies (continued)

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

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

● Office equipment	10 per cent per annum
● Library books	15 per cent per annum
● Computers	50 per cent per annum

The trustees have adopted a policy of reporting freehold land and buildings at market value. The last full valuation was carried out on 4 May 2012. Interim valuations will be carried out at other times if it is likely there has been a material change in value.

The trustees are of the opinion that any potential depreciation charge would be immaterial to the accounts. The trustees believe the estimated life of the property to be very long and the estimated residual value of the property to be close to the carrying amount. As such, the property is not depreciated. Any gain or loss arising on revaluation is taken to the fair value reserve.

An annual impairment review on the property and other fixed assets is undertaken to determine if circumstances indicate that the recoverable value of assets is materially lower than their value in the accounts. Any impairments identified are written off as extra depreciation through the statement of financial activities.

m) Listed investments

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

n) Accrued legal work income (WIP)

Income is recognised on casework earned and due ("work in progress" or "WIP") according to the time booked on the matter multiplied by the relevant legal aid or interpartes rate.

o) Debtors

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

p) Cash at bank and in hand

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

q) Creditors and provisions

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

r) Financial instruments

The charity only has both basic and non-basic financial assets and financial liabilities. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Non-basic financial instruments are measured at fair value with any gain or loss going to the statement of financial activities.

s) Pensions

All staff are auto enrolled in a work place defined contribution pension scheme contributing 10% of gross salary.

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Notes to the financial statements

For the year ended 31 May 2021

2 Income from donations and legacies

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Donations	219,306	-	219,306	128,835	-	128,835
Legacies	26,939	-	26,939	141,806	-	141,806
	246,245	-	246,245	270,641	-	270,641

3 Income from charitable activities

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Esmée Fairbairn	-	1,000	1,000	26,600	53,200	79,800
Tolkien Trust	-	-	-	-	40,000	40,000
Videoslota Ltd	-	-	-	-	448,277	448,277
Lloyds Bank Foundation	-	50,000	50,000	-	50,000	50,000
J G Hogg	-	40,000	40,000	-	40,000	40,000
Sub-total for campaigns, research & policy	-	91,000	91,000	26,600	631,477	658,077
Income from sales of publications	64	-	64	159	-	159
Income from conference fees	-	-	-	15,695	-	15,695
Sub-total for Events, conferences & publications	64	-	64	15,854	-	15,854
Participation project, Big Lottery	-	119,536	119,536	-	58,464	58,464
Barrow Cadbury	-	27,000	27,000	-	27,000	27,000
The Legal Education Trust	-	15,361	15,361	-	15,361	15,361
BBC Children in Need	-	26,255	26,255	-	17,881	17,881
Esmee Fairbairn	-	5,000	5,000	-	5,000	5,000
Legal services for young people	124,270	7,286	131,556	53,991	12,761	66,752
Sub-total for Legal services for young people	124,270	200,438	324,708	53,991	136,467	190,458
Membership subscriptions	119,436	-	119,436	118,621	-	118,621
Income tax recoverable on subscriptions /donations	42,051	-	42,051	41,935	-	41,935
Sub-total for Membership income	161,487	-	161,487	160,556	-	160,556
Total income from charitable activities	285,821	291,438	577,259	257,001	767,944	1,024,945

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Notes to the financial statements

For the year ended 31 May 2021

4 Income from other trading activities

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Rental & other income	5,699	–	5,699	42,170	–	42,170
Royalties for publications	16,095	–	16,095	16,726	–	16,726
	<u>21,794</u>	<u>–</u>	<u>21,794</u>	<u>58,896</u>	<u>–</u>	<u>58,896</u>

5 Income from investments

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Income from stocks and shares	63,830	–	63,830	59,213	–	59,213
Interest receivable	772	–	772	5,163	–	5,163
	<u>64,602</u>	<u>–</u>	<u>64,602</u>	<u>64,376</u>	<u>–</u>	<u>64,376</u>

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Notes to the financial statements

For the year ended 31 May 2021

6a Analysis of expenditure (current year)

	Cost of raising funds £	Campaigns, research & policy £	Events, conferences & publications £	Legal service for young people £	Membership £	Governance costs £	Support costs £	2021 Total £	2020 Total £
Staff costs (Note 8)	28,384	522,112	50,732	292,649	35,994	58,207	85,111	1,073,189	1,043,165
Other staff costs	-	2,399	-	1,084	-	8,850	795	13,128	3,294
Travel & Subsistence	-	1,644	-	-	-	-	-	1,644	25,088
Publication costs	-	10,123	-	754	37,383	772	-	49,032	87,952
Publicity & dissemination	144	11,357	-	703	-	-	5,441	17,645	17,567
Professional/Consultancy fees	-	55,451	-	10,423	-	-	300	66,174	83,789
Investment managers fees	1,822	-	-	-	-	-	-	1,822	3,495
Office and other expenses	-	-	-	1,596	-	-	15,279	16,875	24,249
Premises expenses	-	6,525	-	6,452	-	-	30,620	43,597	38,776
Volunteer expenses	-	-	-	-	-	-	-	-	101
Miscellaneous expenses	-	-	-	-	-	-	5,629	5,629	8,486
Equipment purchase	-	1,020	-	225	-	930	-	2,175	280
Irrecoverable VAT	-	-	-	-	-	-	3,743	3,743	22,214
Equipment maintenance	-	-	-	4,389	-	-	37,077	41,466	36,185
Bank Charges	-	-	-	-	-	-	7,931	7,931	7,677
Audit & accountancy	-	-	-	-	-	10,150	-	10,150	9,950
Depreciation	-	-	-	-	-	-	14,508	14,508	14,508
	30,350	610,631	50,732	318,275	73,377	78,909	206,434	1,368,708	1,426,776
Support costs	10,322	103,217	10,322	61,930	20,643	-	(206,434)	-	-
Governance costs	15,782	15,782	15,782	15,782	15,781	(78,909)	-	-	-
Total expenditure 2021	56,454	729,630	76,836	395,987	109,801	-	-	1,368,708	
Total expenditure 2020	55,150	721,124	84,840	439,661	126,001	-	-		1,426,776

Howard League for Penal Reform (Incorporating the Howard Centre for Penology)

Notes to the financial statements

For the year ended 31 May 2021

6a Analysis of expenditure (prior year)

	Cost of raising funds £	Campaigns, research & policy £	Events, conferences & publications £	Legal service for young people £	Membership £	Governance costs £	Support costs £	2020 Total £
Staff costs (Note 8)	27,349	458,738	60,660	273,893	50,231	36,243	136,051	1,043,165
Other staff costs	-	1,909	-	1,185	-	200	-	3,294
Travel & Subsistence	-	15,104	-	6,725	-	2,327	932	25,088
Publication costs	126	38,436	-	3,933	37,818	421	7,218	87,952
Publicity & dissemination	-	13,190	-	1,477	-	2,900	-	17,567
Professional/Consultancy fees	-	43,685	-	39,088	-	-	1,016	83,789
Investment managers fees	3,495	-	-	-	-	-	-	3,495
Office and other expenses	-	1,930	-	6,764	-	-	15,555	24,249
Premises expenses	-	-	-	6,349	-	-	32,427	38,776
Volunteer expenses	-	-	-	101	-	-	-	101
Miscellaneous expenses	-	-	-	2,432	-	-	6,054	8,486
Equipment purchase	-	-	-	280	-	-	-	280
Irrecoverable VAT	-	-	-	-	-	-	22,214	22,214
Equipment maintenance	-	-	-	4,393	-	-	31,792	36,185
Bank Charges	-	-	-	-	-	-	7,677	7,677
Counsels fees	-	-	-	-	-	-	-	-
Audit & accountancy	-	-	-	-	-	9,950	-	9,950
Depreciation	-	-	-	-	-	-	14,508	14,508
	30,970	572,992	60,660	346,620	88,049	52,041	275,444	1,426,776
Support costs	13,772	137,723	13,772	82,633	27,544	-	(275,444)	-
Governance costs	10,408	10,409	10,408	10,408	10,408	(52,041)	-	-
Total expenditure 2020	55,150	721,124	84,840	439,661	126,001	-	-	1,426,776

Notes to the financial statements

For the year ended 31 May 2021

7 Net expenditure for the year

This is stated after charging:

	2021 £	2020 £
Depreciation	14,508	14,508
Loss on disposal of fixed assets	-	930
Operating lease rentals:		
Equipment	6,527	9,160
Auditor's remuneration (excluding VAT):		
Audit	10,150	9,950
	<u>10,150</u>	<u>9,950</u>

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

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	865,376	845,552
Social security costs	89,379	90,731
Employer's contribution to defined contribution pension schemes	118,433	106,882
	<u>1,073,188</u>	<u>1,043,165</u>

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2021 No.	2020 No.
£60,000-£70,000	1	1
£70,001 - £80,000	2	1
£80,001 - £90,000	-	1
£90,001 - £100,000	1	1
	<u>1</u>	<u>1</u>

The total employee benefits including pension contributions and employers national insurance of the key management personnel were £485,738 (2020: £466,341)

Total termination costs in the year were nil (2020: £nil).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil). A trustee was supplied a laptop due to pandemic to assist the delivery of core work of the charity. Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2020: £2,327) incurred by nil (2020: 4) members relating to attendance at meetings of the trustees.

9 Staff numbers

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

	2021 No.	2020 No.
Raising funds	1	1
Campaigns, policy & research	6	7
Events conferences & publications	1	1
Legal services for young people	7	6
Membership	2	2
Support	2	2
Governance	1	1
	<u>20</u>	<u>20</u>

Notes to the financial statements

For the year ended 31 May 2021

10 Related party transactions

Aggregate donations from related parties were £NIL (2020: £NIL).

There are no other related party transactions to disclose for 2021 (2020: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

11 Taxation

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

12 Tangible fixed assets

	Freehold property £	Computers £	Office Equipment £	Library books £	Total £
Cost or valuation					
At the start of the year	1,200,000	27,626	81,304	2,018	1,310,948
Additions	200,000	-	-	-	200,000
Disposals	-	-	-	-	-
At the end of the year	1,400,000	27,626	81,304	2,018	1,510,948
Depreciation					
At the start of the year	-	19,897	35,412	2,017	57,326
Charge for the year	-	7,729	6,779	-	14,508
Depreciation released	-	-	-	-	-
At the end of the year	-	27,626	42,191	2,017	71,834
Net book value					
At the end of the year	1,400,000	-	39,113	1	1,439,114
At the start of the year	1,200,000	7,729	45,892	1	1,253,622

The freehold property at 1 Ardleigh Road, London, N1 4HS was valued at £1,200,000 on 4 May 2012 by Copping Joyce Chartered Surveyors LLP (independent valuers). The historical cost of the freehold is £650,000. An informal valuation was received from Chestertons on 13 September 2019 of £1,400,000. The Trustees consider that, after considering costs of selling, the value of the property is not materially affected.

Notes to the financial statements

For the year ended 31 May 2021

13 Listed investments

	2021 £	2020 £
Fair value at the start of the year	1,444,742	1,430,698
Additions at cost	59,362	57,627
Disposal proceeds	(4,459)	(3,220)
Cash	–	1,081
Net gain / (loss) on investments	166,779	(41,444)
	<u>1,666,424</u>	<u>1,444,742</u>
Fair value at the end of the year	<u>1,666,424</u>	<u>1,444,742</u>

Investments comprise:

	2021 £	2020 £
UK Common investment funds	1,600,775	1,410,641
Shares listed on the London Stock Exchange	39,688	33,020
Cash	25,961	1,081
	<u>1,666,424</u>	<u>1,444,742</u>

14 Debtors

	2021 £	2020 £
Other debtors	10,965	4,279
Accrued Legal work income	66,347	27,381
Disbursements	18,387	5,624
Accrued income	12,266	35,094
	<u>107,965</u>	<u>72,378</u>

15 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	2,755	5,811
Taxation and social security	30,305	25,553
Accruals	36,631	52,449
	<u>69,691</u>	<u>83,813</u>

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

	General unrestricted £	Designated property funds £	Designated strategic funds	Restricted £	Total funds £
Tangible fixed assets	39,114	1,400,000	–	–	1,439,114
Investments	–	–	743,051	923,373	1,666,424
Net current assets	347,841	–	35,661	–	383,502
Net assets at 31 May 2021	<u>386,955</u>	<u>1,400,000</u>	<u>778,712</u>	<u>923,373</u>	<u>3,489,040</u>

Notes to the financial statements

For the year ended 31 May 2021

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

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	-	929,011	324,611	1,253,622
Investments	-	702,828	741,914	1,444,742
Net current assets	348,344	-	526,884	875,228
Net assets at 30 May 2020	348,344	1,631,839	1,593,409	3,573,592

17a Movements in funds (current year)

	At 1 June 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 May 2021 £
Restricted funds:					
Legal work (Adviceline)	-	38,542	(38,542)	-	-
Big Lottery – Legal work	29,232	119,536	(103,069)	-	45,699
Sentencing– young adults	-	27,000	(26,500)	-	500
The Legal Education Trust	-	15,361	(15,361)	-	-
Reducing arrests of women	27,926	50,000	(66,110)	-	11,816
Fairness in prison	15,165	40,000	(15,165)	-	40,000
Crime & problem gambling	1,186,096	-	(360,738)	-	825,358
Criminal Care	10,379	1,000	(11,379)	-	-
Property	324,611	-	-	(324,611)	-
Total restricted funds	1,593,409	291,439	(636,864)	(324,611)	923,373
Unrestricted funds:					
Designated property funds:					
Property fair value reserve fund	550,000	200,000	-	-	750,000
Property historic cost fund	303,127	-	-	346,873	650,000
Total designated property funds	853,127	200,000	-	346,873	1,400,000
Strategic fund	778,712	-	-	-	778,712
Total designated funds	1,631,839	200,000	-	346,873	2,178,712
General funds	348,344	792,718	(731,845)	(22,262)	386,955
Total unrestricted funds	1,980,183	992,718	(731,845)	324,611	2,565,667
Total funds	3,573,592	1,284,157	(1,368,709)	-	3,489,040

Notes to the financial statements

For the year ended 31 May 2021

17b Movements in funds (prior year)

	At 1 June 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 May 2020 £
Restricted funds:					
Legal work (Adviceline)	-	35,642	(35,642)	-	-
Big Lottery – Legal work	-	58,464	(29,232)	-	29,232
Sentencing– young adults	-	27,000	(27,000)	-	-
The Legal Education Trust	-	15,361	(15,361)	-	-
Reducing arrests of women	17,450	90,000	(79,524)	-	27,926
Fairness in prison	38,756	40,000	(63,591)	-	15,165
Crime & problem gambling	1,248,225	448,277	(510,406)	-	1,186,096
Criminal Care	13,600	53,200	(56,421)	-	10,379
Property	324,611	-	-	-	324,611
Total restricted funds	1,642,642	767,944	(817,177)	-	1,593,409
Unrestricted funds:					
Designated funds:					
Strategic fund	778,712	-	-	-	778,712
Property and equipment	303,127	-	-	-	303,127
Property fair value reserve	550,000	-	-	-	550,000
Total designated funds	1,631,839	-	-	-	1,631,839
General funds	315,774	683,613	(651,043)	-	348,344
Total unrestricted funds	1,947,613	683,613	(651,043)	-	1,980,183
Total funds	3,590,255	1,451,557	(1,468,220)	-	3,573,592

Purposes of restricted funds**Legal work (Adviceline)**

Specialist adviceline for young people in custody.

Programme on reducing child arrests

Programme for reducing child arrests.

Sentencing – young adults

A review of sentencing judgments for young adults.

Reducing arrests of women

Programme for reducing arrests of women.

Fairness in prison

A new programme to find ways of reducing conflict, violence and injustice inside jails.

Crime and Problem Gambling

This is a 3 year commission to look into the between problem gambling and crime, it commenced in January 2019.

The Legal Education Trust

Matched funding for Justice First Fellowship for caseworker in the Legal team 2 years started January 2020.

Lottery Funding

Participation work delivered by the legal team over 3 years – started March 2020

Notes to the financial statements

For the year ended 31 May 2021

17 Movements in funds (continued)

Criminal care – ending the criminalisation of children in residential care

Improving policies and practices of agencies and services for children in residential care.

Property

The value of the original restricted donation towards the purchase of the office. See transfers between funds note below.

Purposes of designated funds

Property historic cost fund

The value of the original historic cost of the property.

Property fair value reserve

Demonstrates the gain on the property revaluation compared to its historic cost.

Strategic fund

This fund is designated by the trustees to strengthen the Howard League position through a period of recession and uncertainty, and to fund income shortfall. Decisions to use this fund are agreed by the board on the basis of strategic principles set down during the budgeting process.

Transfers between funds

A transfer was made out of the restricted property fund to bring this fund to zero, as the trustees consider that the restriction on these funds was satisfied on the purchase of the property. The property and equipment fund was renamed the property historic cost fund and a transfer was made into this fund from the restricted property fund and from general funds to show the original historic cost of the property.

18 Operating lease commitments

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

	Equipment	
	2021	2020
	£	£
Less than one year	5,200	10,051
One to five years	22,104	2,513
	<u>27,304</u>	<u>12,564</u>

19 Operating lease commitments receivable as a lessor

Amounts receivable under non-cancellable operating leases are as follows for each of the following periods

	Property	
	2021	2020
	£	£
Less than one year	-	22,750
One to five years	-	-
	<u>-</u>	<u>22,750</u>

20 Legal status

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