

# JUSTICE

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ANNUAL REPORT  
2015 – 2016



ESTABLISHED IN 1957,  
JUSTICE IS AN ALL-PARTY  
LAW REFORM AND HUMAN  
RIGHTS ORGANISATION  
WORKING TO STRENGTHEN  
THE JUSTICE SYSTEM –  
ADMINISTRATIVE, CIVIL  
AND CRIMINAL – IN THE  
UNITED KINGDOM.

OUR VISION IS OF FAIR,  
ACCESSIBLE AND EFFICIENT  
LEGAL PROCESSES,  
IN WHICH THE INDIVIDUAL'S  
RIGHTS ARE PROTECTED,  
AND WHICH REFLECT THE  
COUNTRY'S INTERNATIONAL  
REPUTATION FOR UPHOLDING  
AND PROMOTING  
THE RULE OF LAW.

## OUR VISION AND MISSION

We contribute to achieving our vision in three key ways:

We are a membership organisation, primarily of the legal profession, including judges, barristers, solicitors, legal executives, academics and interested non-lawyers.

Through our membership, we have strong connections with political decision makers and the judiciary, and we work closely with both.

OUR MEMBERS ARE CRITICAL TO JUSTICE'S SUCCESS. THEY HELP SHAPE OUR PRIORITIES, THEIR EXPERTISE AND PERSPECTIVE PROVIDE A VALUABLE RESOURCE TO OUR STAFF AND THEY INCREASE OUR INFLUENCE.

1

PROVIDING EVIDENCE-BASED ANALYSIS AND PROPOSING PRACTICAL SOLUTIONS TO LAWMAKERS, JUDGES AND RELEVANT PUBLIC SERVANTS.

2

STRENGTHENING THE LAW AND LEGAL PROCESSES BY REFERENCE TO INTERNATIONAL AND COMPARATIVE BEST PRACTICE, LOOKING ACROSS JURISDICTIONS, ACROSS TYPES OF LAW AND ACROSS THE LEGAL PROFESSION.

3

USING THE EXPERTISE OF OUR MEMBERSHIP TO STRENGTHEN OUR UNDERSTANDING OF THE CHALLENGES ARISING IN LEGAL PRACTICE AND OF POSSIBLE SOLUTIONS, WORKING WITH THEM TO EXECUTE OUR VISION.

## FROM THE CHAIR



Last year, in closing, I asked you to imagine what JUSTICE might achieve with even more staff and more members, a situation that would be made possible by the success of the *Securing JUSTICE at 60 Appeal*. Whilst we are still a year away from the end of the Appeal and a little under half way to our £2million target, this report demonstrates exactly the kind of impact JUSTICE is having, because of the hard work of its staff and the foresight and dedication of its members and supporters.

I am incredibly proud that JUSTICE has firmly and convincingly re-established itself as the leading innovator of the justice system in the UK. Its crucial role in the upcoming establishment of the online court alone will hugely increase access to justice for ordinary people, both bringing the courts within reach and into the 21st century.

This year, as every year, I have been a ‘consumer’ of JUSTICE’s work as a Peer when receiving their outstanding and well-balanced briefings. These briefings, which guide members from both Houses of Parliament, across the benches, are cited frequently in debates and inform a great many more. You know you are doing something right when retired Supreme Court judges reference JUSTICE’s incredible research and analysis in the Lords.

Whilst our achievements have more than matched our ambition this year, JUSTICE will always work to the limits of

its capacity and so, although our fundraising efforts thus far have enabled us to grow, we have also given ourselves more to do than ever. We are committed to finding new and better ways of delivering lasting benefits for all who use the legal system, and to deliver on this promise we need more people, more resources and the security of a strong financial footing for the future. You might not think it, but *your* contribution *will* make a difference and I urge you to make it.

A handwritten signature in dark ink that reads "Helena Kennedy".

A single, short horizontal line drawn in dark ink.

BARONESS KENNEDY OF THE SHAWS QC  
CHAIR, JUSTICE COUNCIL

## FROM THE DIRECTOR



The last year has been an exciting and rewarding one for JUSTICE, marked by a huge volume of output and increasing impact. As we come into the final year of our current strategy I think we can be extremely proud of our achievements to date.

With the continuing success of our *Securing JUSTICE at 60 Appeal* we have been able to grow our staff complement across the policy and development streams of the organisation. We have recruited an additional lawyer to focus on civil justice issues and a Director of Development who has been able to reinvigorate our fundraising efforts as we look towards reaching our £2million target a year from now.

The *Delivering Justice in an Age of Austerity* report, produced by a working party of our members, continues to resonate with the powers that be and has been more influential than I could ever have imagined. Our other recent working party reports, which look at improvements to the conduct of complex and lengthy criminal proceedings and at how the court estate should be reconfigured to better serve its users, have been also been warmly received.

Whilst we are encouraged by the response from Government and the senior judiciary to our recent work, there is still so much to do across the system. As you know,

legal aid has been slashed, court fees are rising and most people have been priced out of legal representation; litigants in person fill our courts, though I'm just as concerned about the many more who stay at home, their hopes for accessing justice unfulfilled. There are numerous aspects of our system that need to be dragged into the 21st century in order to make sense to the public as well as to become affordable to them, and the public purse. As we prepare our strategy for 2017-2020, we'll be looking to bring more of JUSTICE's creative but practical solutions to address these issues and to strengthen the system for all. If there are areas of the justice system you believe would benefit from JUSTICE's scrutiny, please do get in touch.

Directing JUSTICE is an enormous honour and I remain indebted to our amazing staff and our Board and Council. To every person who has signed up or renewed their membership, submitted evidence to a working party, written us a cheque or otherwise demonstrated support for JUSTICE - your support makes JUSTICE possible. Thank you.

A handwritten signature in black ink that reads "Andrea .".

ANDREA COOMBER  
DIRECTOR

## JOIN JUSTICE

JUSTICE is the conscience of the legal profession – be a part of it

AS A MEMBERSHIP  
ORGANISATION, OUR MEMBERS  
ARE AMONG OUR GREATEST  
ASSETS. HERE ARE JUST FIVE OF  
THE REASONS WHY YOU SHOULD  
JOIN JUSTICE.

**WE ARE INDEPENDENT**

Because it is not party political, JUSTICE commands respect throughout the political spectrum. We have representatives from each of the main political parties on our governing body.

**WE ARE EXPERT**

JUSTICE draws on international research and case law, and the specialist input of experts to provide the template for public policy.

**WE ARE INFLUENTIAL**

JUSTICE has a membership of prominent judges, lawyers, distinguished academics, leading firms and chambers and many individuals and organisations concerned about law reform.

**WE ARE EFFECTIVE**

Through influential reports and informed dialogue, we continue to play a key role in amending and developing the law, government policy and the practice of public authorities.

**WE ARE INTERNATIONAL**

As the United Kingdom section of the International Commission of Jurists (ICJ), we work with colleagues from across the world on areas of common interest and concern.

Find out more about becoming a member of JUSTICE on our website. Visit [www.justice.org.uk/support-justice/join-justice/](http://www.justice.org.uk/support-justice/join-justice/).

## RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

In 2015, we turned our attention to the way in which courtrooms and court buildings impact on the experience of court users, their fair trial rights and access to justice. Our report, *In the Dock*, proposed the abolition of the dock in criminal courtrooms, and our *Delivering Justice in an Age of Austerity* report anticipates a completely different approach to courtroom determinations across civil justice and tribunals. Alongside this work, in October 2015, Her Majesty's Courts and Tribunals Service (HMCTS) foreshadowed a large-scale programme to reduce the number of court and tribunal buildings, with a December commitment by the Treasury to invest heavily in technology to modernise court processes. Building on our recent reports, JUSTICE took this opportunity to form a working party aimed at guiding a new, principled approach to the use of the court estate.

### WHAT IS A COURT?

Launched in May 2016, the report proposes radical reconsideration of the use of the court and tribunal estate, aimed at placing court users at the heart of court design and thus increasing accessibility. Chaired by Alexandra Marks, the working party recommends:

- The reconceptualisation of court and tribunal rooms as 'justice spaces'. This new model is defined by its inherent flexibility and rejection of the over-standardisation prevalent in existing courts and tribunals. Justice spaces are designed to adapt to the particular dispute resolution processes taking place within

them, and the needs of users, rather than the other way around.

- A flexible and responsive court and tribunal estate, made up of a number of dynamic parts. The working party suggests a portfolio of Flagship Justice Centres; Local Justice Centres; 'Pop-up courts'; remote access justice facilities; and digital justice spaces.

In response, the Senior President of Tribunals and the Lord Chief Justice have formed the judiciary's own working party to consider and take forward many of the JUSTICE recommendations with Government. The report marks the first step in an ongoing programme of work towards a more accessible, efficient court estate.

*"[A]s a contribution, it couldn't have been more helpful, thought-provoking or clear. It raises a number of issues and challenges which need to be tackled if we're to make the most of the opportunity presented by reform investment."*

The Rt. Hon. Sir Ernest Ryder,  
Senior President of Tribunals

Alexandra Marks was joined on the working party by Sir Louis Blom-Cooper QC, His Honour Nicholas Coleman, Andrea Coomber, Amanda Finlay CBE, Andrew Lockley, George Lubega, Professor Linda Mulcahy, Nadia O'Mara (Rapporteur), Professor Martin Partington CBE QC, HHJ Daniel Pearce-Higgins, Her Honour Isobel Plumstead, Caroline Sheppard, Karamjit Singh CBE and Pat Thomas OBE. Their work was generously supported by Nabarro LLP.

## RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

### COMPLEX AND LENGTHY TRIALS

Over the course of 2015-16 a JUSTICE working party chaired by Sir David Calvert-Smith was tasked with reviewing the current processes that lead to complex and lengthy criminal trials (CLTs) - of offences such as fraud, terrorism and serious crime - which last over three months, at considerable cost to the taxpayer, the parties and often to justice. With advances in technology giving rise to more and more electronic material, which must be reviewed, disclosed and presented effectively, CLTs now require more resources than ever and are becoming increasingly longer and more unmanageable.

The report, *Complex and Lengthy Criminal Trials*, launched in March 2016, presents a series of recommendations designed to deliver increased efficiency and effectiveness within the criminal justice process, while maintaining the absolute right to a fair trial. Many of these proposals are now underpinning the development of the Common Platform, which provides critical information across the investigation, pre-trial and trial processes, allowing for swifter, more effective trials.

Sir David was joined on the working party by Jodie Blackstock (Rapporteur), Andrea Coomber, Douglas Day QC, Anand Doobay, Anthony Edwards, Stephen Gentle, Ben Myers QC, HHJ Rebecca Poulet QC, D. Ch. Supt. Paul Richardson, Clare Sibson QC, Ros Wright CB QC and Professor Michael Zander QC. Their work was generously supported by Simmons & Simmons LLP.

*“There are pressures on the criminal justice system the like of which we have never before experienced - with the relentless rise in longer and complicated cases... Organisations like JUSTICE are meeting these challenges with imagination and courage... I can say with confidence that most of the report’s ideas will be supported by the Judiciary.”*

The Rt. Hon. Sir Adrian Fulford,  
Senior Presiding Judge for England and Wales

### DELIVERING JUSTICE IN AN AGE OF AUSTERITY

The first working party report from our members in over 15 years, *Delivering Justice in an Age of Austerity* launched in April 2015. It continues to prove influential with Government and the senior judiciary as their plans for reform of the civil justice system forge ahead under Lord Justice Briggs in England and Wales and Lord Justice Gillen in Northern Ireland. Our recommendations are reflected directly in the HMCTS Reform Programme and in Lord Justice Briggs’ report on a new civil courts structure. We strongly believe that we need a different civil justice system to deliver accessible justice for ordinary people.

### UPCOMING PROJECTS

Watch this space - this summer we will launch three new working parties, looking at the diversity of the judiciary, mental health and fair trial in the criminal justice system in England and Wales and the use of waiver in police stations in Scotland.

Look out for the reports in 2017.

## JUSTICE IN WESTMINSTER

Central to JUSTICE's mission is bringing a better understanding of good law and legal process to those who make our laws. In this vein, JUSTICE continues to engage with the development of law, policy and practice, producing detailed contributions on emerging legislation and responding to consultations and key inquiries.

### BRIEFINGS

We provide practical briefings in writing and in person, free from party political influence, for officials, MPs and Peers in Whitehall and Westminster, Holyrood and Leith, and Brussels and Strasbourg, to highlight the significant implications of policy initiatives for our justice system and the rights of people within it.

A main focus this year has been on the **Investigatory Powers Bill**, in particular, access to justice in surveillance and the protection of individual rights. In November 2015 we published *Freedom from Suspicion: Building a Surveillance Framework for a Digital Age*, an update to our 2011 report, detailing the core safeguards we considered crucial to debate on the Investigatory Powers Bill.

In addition, we hosted a joint seminar with King's College London to discuss human rights concerns around the new draft Bill and produced briefings on a number of areas of the Bill during its various stages. Our briefings were used and relied upon by, among others, Joanna Cherry QC MP, leading the SNP opposition, and by Keir Starmer QC MP, leading for Labour.

*"I just wanted to say a heart-felt thanks for all your fantastic help and support on the Investigatory Powers Bill. It made a real difference."*

Sir Keir Starmer QC MP

We also worked with other NGOs to influence the **Immigration Bill 2015-16**. Our briefings were referenced during debate on the floor by MPs and Peers and the Government withdrew three related provisions which would have given the Secretary of State the power to override the decisions of independent Tribunals, something we described as "a direct affront to the rule of law" and which was quoted during debate in the House of Lords.

*@joannaccherry draws attention to @JUSTICEhq briefing on rule of law issues in #immigrationbill - read it here.*

JCWImmigrants@JCWInews

### CONSULTATION RESPONSES AND INQUIRIES

JUSTICE provided responses to judicial consultations on **McKenzie Friends** and **Court of Appeal Reform**, and joint responses to government consultations on **Immigration and Asylum Tribunal Fees** and **Judicial Review Claimants and Financial Disclosure**. JUSTICE Scotland also provided written evidence to the **Scottish Parliament Human Rights Inquiry**, urging MSPs to consider the implications of the Government's proposed repeal of the Human Rights Act 1998 for the Scots legal system.

## JUSTICE IN THE COURTS

JUSTICE is committed to third party interventions in cases likely to have an impact on the effective and fair operation of the justice system as a whole, and its protection of individual rights, where our expertise may assist the court.

Following the changes to judicial review practice and procedure introduced by Part 4 of the Criminal Justice and Courts Act 2015, JUSTICE has worked to provide clarity on the Act's application. Our work has been designed to prevent the Act's provisions having an unintended chilling effect on legitimate challenges to unlawful behaviour by public authorities.

### ***Judicial Review and the Rule of Law: An introduction to the Criminal Justice and Courts Act 2015, Part 4***

The result of a collaborative project with The Bingham Centre for the Rule of Law and The Public Law Project, this publication provides an introduction to the latest changes to judicial review practice and procedure. It sets the most recent amendments from Parliament in their constitutional context and is helping to inform the Act's interpretation and its early application.

*"[I] very much hope that judges, lawyers and anyone else who is involved with the Act will have the benefit of being assisted by [this publication]. If this is the result, then my fears for damage to the rule of law will be substantially reduced."*

The Rt. Hon. Lord Woolf of Barnes CH PC FBA,  
Former Lord Chief Justice of England and Wales

### ***To Assist the Court: Third Party Interventions in the Public Interest***

Thanks to the support of Freshfields Bruckhaus Deringer LLP, we updated our 2009 report *To Assist the Court*, which provides a guide to assist interveners to ensure that they can always add value to the court's deliberations and are not at risk of being penalized in costs. It includes case studies and precedents designed to help lawyers, staff and trustees at charities and other organisations considering an intervention. The report highlights best practice, including in Scotland and Northern Ireland and before the European Court of Human Rights and the European Court of Justice, and includes tips to maximise the impact of third party interventions.

*"Clearly [Section 87 of the Criminal Justice and Courts Act 2015] could have a chilling effect on interventions. But every cloud has a silver lining, for JUSTICE has responded [...] by producing this invaluable and detailed guide to intervention."*

The Rt. Hon. Lord Phillips of Worth Matravers,  
Former President of the Supreme Court

### ***Belhaj & Anor v Straw & Ors***

JUSTICE joined the International Commission of Jurists, Amnesty International and REDRESS in an intervention in *Belhaj & Anor v Straw & Ors* on the scope of "state immunity" which was heard in the Supreme Court on 9 – 12 November 2015. The NGO interveners had permission to make oral submissions and we were kindly represented by Martin Chamberlain QC, Oliver Jones and Zahra Al-Rikabi. We await judgment.

## JUSTICE: BEYOND LAWYERS AND BEYOND LONDON

### THE JUSTICE STUDENT NETWORK

A second year of dedicated funding from the Legal Education Foundation has allowed us to continue expanding the JUSTICE Student Network (JSN). The JSN has almost 4,000 subscribers and is the foremost organisation for students interested in access to justice and the rule of law. The Student Network promotes debate on topical issues in those fields while supporting young lawyers through its programme of events and online resources.

We have further developed our JSN microsite, adding monthly interviews with leaders in the legal community, regular case notes as significant cases arise, and ad hoc feature items such as ‘Women in the Law’ on International Women’s Day 2016. Our YouTube channel hosts videos of JUSTICE events as well as student-focused webinars.

Our continued commitment to building relationships with students across the country has seen our team speak at law schools nationwide and begin to explore on-campus student contacts. In London, we held another successful student conference in March and an ‘In Conversation’ event with equality expert Karon Monaghan QC.

Building strong relationships with students and helping them find avenues to explore and pursue their interest in public law will mean passionate advocates for a stronger and fairer justice system for the future, and a new generation of lawyers who understand the

important role JUSTICE has to play in making this a reality.

### JUSTICE SCOTLAND

This year saw a change to the governance structure of our work in Scotland, but we remain committed to strengthening the justice system in Scotland, using the expertise and eminence of our membership to maintain our position as the sole organisation to focus its efforts in this way.

This year we have worked with MSPs, the Scottish Human Rights Commission and the Law Society of Scotland on legal issues which have a particular relation to devolved matters, most notably, the implications of potential changes to the Human Rights Act 1998. Work is planned later this year to launch the first working party of our Scottish membership, which will look at waiver of the right to legal assistance during police detention in Scotland and the quality of legal representation.

JUSTICE Scotland has also been involved in fundraising efforts for our *Securing JUSTICE at 60 Appeal*, holding two events in the *Beyond Law Series*. The series, chaired by Lord Hodge of the Supreme Court, and supported by the Faculty of Advocates, has been very successful so far, welcoming General Sir Mike Jackson, the Rt. Hon Sir Menzies Campbell QC, Shami Chakrabarti CBE and James Wolffe QC to discuss their experiences of the law in their unique roles.

## SECURING JUSTICE AT 60



**“FOR NEARLY 60 YEARS JUSTICE HAS BEEN AT THE FOREFRONT OF REIMAGINING THE JUSTICE SYSTEM. WE HAVE MUCH TO THANK IT FOR AND IT DESERVES OUR SUPPORT.”**

LORD THOMAS OF CWMGIEDD,  
LORD CHIEF JUSTICE OF  
ENGLAND AND WALES

Our work to help secure the future of JUSTICE through our *Securing JUSTICE at 60* fundraising appeal has continued and we are almost half way to our £2million target.

The appointment of Keith Kibirango as Director of Development in December last year - thanks to money already raised from the Appeal - has given us the capacity and expertise to capitalise on our fundraising efforts. We are delighted to have forged relationships with a wealth of new corporates, institutions and donors and have high expectations for more in the coming year.

Our current efforts are focused on establishing a special giving group of 60 individuals who can commit to giving JUSTICE £6,000 every year, for three years - coined The JUSTICE60. This kind of committed giving will allow us to reach our appeal target and confidently plan our work for the years ahead. The JUSTICE60 was launched in February at a Gala Dinner where the Lord Chief Justice, alongside our co-Vice Chair Dominic Grieve QC MP and our Chair, Helena Kennedy QC, spoke passionately of JUSTICE and the need to support it. We already have 19 of these special supporters (listed at the back of this report) and look forward to adding more.

*“A massive amount has been achieved but there is still much more to do. I believe that justice in our society is truly under siege at the moment. JUSTICE must have money to do its vital work and that is why I readily joined The JUSTICE60 initiative. It’s my 60th year too!”*

Jennifer McDermott, Member of The JUSTICE60

A key aim of our appeal is to invest in our home at Carter Lane to better support the work we do and to use the building to promote JUSTICE and its vision. Having spent much of the year looking at flexible, IT-savvy court configuration, we are exploring the same for JUSTICE. We are grateful to our tenants Baker Stuart – experts in workspace design – for their assistance with this.

**For information on the JUSTICE60 visit [justice.org.uk/support-justice/justice-appeal](https://justice.org.uk/support-justice/justice-appeal) or call Keith Kibirango on 020 7762 6423.**

## BRINGING PEOPLE TOGETHER FOR JUSTICE

We are focused on bringing people together in support of a stronger and fairer justice system and to engage a wider audience in our work wherever possible. This year we have been involved in a number of events - particularly for those just starting out in the law, travelling to Universities across the country to demonstrate opportunities in the law beyond mainstream commercial practice.

We continue to host popular briefings with practitioners in the field for MPs and Peers, and for our members, on legal issues relevant to their work, bringing lawmakers together with those on the front line to answer questions crucial to the future of justice. We were also fortunate enough to have the President of the International Commission of Jurists (ICJ), Professor Sir Nigel Rodley and Wilder Tayler, the Secretary General of the ICJ, speak to our members of their experiences at an event kindly hosted by Herbert Smith Freehills in November.

JUSTICE'S SMALL STAFF HOSTED OR CONTRIBUTED  
TO OVER **60** EVENTS LAST YEAR.

Join our other **8000+** followers on Twitter  
@JUSTICEhq for another way to keep in touch  
with our work.

*"I thoroughly enjoyed the JUSTICE Conference - it was well organised, stimulating and convivial. An absolute feast - congratulations to the whole team."*

Jenny White, Conference Attendee

For the second year running, and with the support of Freshfields, we ran our Annual Human Rights Law Conference in-house. The absence of a commercial partner enabled us to make the event cheaper and more accessible for participants across the professions as well as generate sustainable income for the organisation. It was a spirited and enjoyable event in what are challenging times for human rights protection. This year's conference on 14 October will have keynote addresses from The Rt. Hon. Lord Kerr of Tonaghmore and Phillippa Kaufmann QC.

OVER **70,000** INDIVIDUALS VIEWED  
THE JUSTICE WEBSITE LAST YEAR.

Our Appeal continues to provide us with opportunities for more glitzy fundraising events, such as the *Beyond Law Series* in Scotland and The JUSTICE60 Gala Dinner, and we are humbled by the support of those who help make these events such a success - both by their support in kind and from those who are in a position to donate.

## ORGANISATION

JUSTICE IS EXTREMELY GRATEFUL TO THE MEMBERS, PATRONS, DONORS, FRIENDS OF JUSTICE, VOLUNTEERS, INTERNS, CONFERENCE SPEAKERS, PRO BONO LAWYERS AND CONSULTANTS, WORKING GROUP AND COMMITTEE MEMBERS WHO HAVE HELPED US OVER THE PAST YEAR. WE ARE VERY LUCKY TO HAVE SUCH LOYAL SUPPORTERS – THEY ARE OUR LIFEBLOOD.

### MEMBERSHIP

JUSTICE is a membership organisation and our members are among our greatest assets. Our members span the gamut from law students through the ranks of the profession to retired lawyers and judges. While our members cover the spectrum of politics, they share a common concern in maintaining the integrity of the justice system in the United Kingdom. Our current membership stands at just under 1300 members.

It is a high priority for JUSTICE to further strengthen its membership, both in volume and diversity. Our particular focus is to increase membership of JUSTICE among lawyers early in practice, and amongst firms and chambers where joint projects have proven to be mutually enriching.

### STAFF

This year we bid a fond farewell to Sarah Bond, Catriona Boyd, Nadia O'Mara and Joseph Watfa. We welcomed Keith Kibirango, Rachel Jones, Jane Collier, Zoë Chapman and Harley Freemantle to our team. We continue to work closely with a number of interns, to whom we are proud to pay the London Living Wage as an accredited London Living Wage Employer.

### AGM

The 2015 Annual Subscribers' and Annual General Meetings (AGM) took place at Shearman & Sterling (London) LLP on Tuesday 20 October. The meetings voted to adopt the annual report and the annual accounts, re-appointed Sayer Vincent as auditors and elected Council and Executive Board members (a full list can be found on the back page). We bade a fond farewell to Lord Hunt of Wirral, Vice-Chair of JUSTICE, welcoming Dominic Grieve QC MP in his stead. Significantly, we adopted a new constitution, which, among other changes, means that all members of JUSTICE will be members of the Company of JUSTICE, and will be eligible for election directly to the JUSTICE Executive Board (rather than recruiting only from Council).

#### Retirees from Council

The Rt. Hon. Lord Hunt of Wirral MBE  
Jennifer McDermott  
John Scott QC

#### Retirees from Executive Board

Jennifer McDermott

JUSTICE thanks them all for their contribution to the governance and stewardship of the organisation.

FINANCE

FINANCE

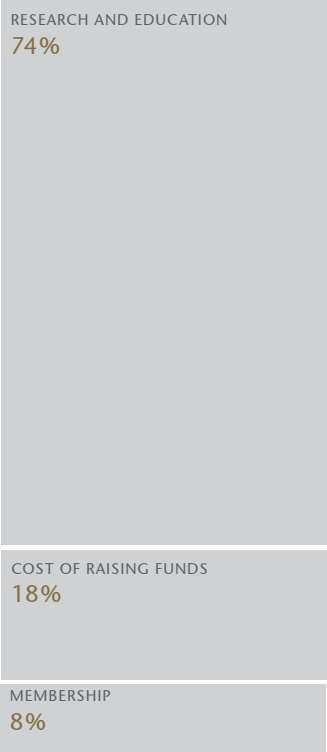
JUSTICE has had an encouraging year financially and has ended the 2015/16 financial year with a surplus of £40,273, which includes £10,241 in unspent restricted funds. Income has increased by £46,251 from 2014/15, largely down to an increase in our focus on fundraising. We are grateful to those trusts and foundations that have supported JUSTICE, in addition to corporate and individual donors. As noted, The JUSTICE60 provides an exclusive group of donors, whose multi-year support is transforming our bottom line.

Since its launch in October 2014 the Appeal has raised £950,000 and we are on target to have raised £1.5 million by the end of the current financial year.

JUSTICE’S INCOMING  
RESOURCES IN 2015/16  
TOTAL £615,073



JUSTICE’S RESOURCES  
EXPENDED IN 2015/16  
TOTAL £574,800



EXECUTIVE BOARD  
(Also serving on Council)

- Professor Richard de Friend (Chair)
- Nicholas Aleksander (Treasurer)
- Zahra Al-Rikabi
- Dorothy Bain QC (until May 2016)
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- Professor Martin Partington CBE QC
- Jerry L Smith
- Michael Smyth CBE QC (Hon)

FINANCE COMMITTEE

- Nicholas Aleksander (Chair)
- Liz Campbell
- Professor Richard de Friend
- Walter Merricks CBE
- Professor Martin Partington CBE QC

## STAFF AND GOVERNANCE

## JUSTICE STAFF

**Director** Andrea Coomber  
**Director of Human Rights Policy**  
 Angela Patrick  
**Director of Criminal Justice**  
 Jodie Blackstock  
**Director of Development**  
 Keith Kibirango  
**Head of Administrative Justice**  
 Jean-Benoit Louveaux  
**Head of Operations**  
 Samantha Burrridge  
**Lawyer, Civil Justice**  
 Rachel Jones  
**Fundraising Officer**  
 Jane Collier  
**Membership and Communications Coordinator**  
 Sarah Bond (until July 2016)  
**Legal Researcher**  
 Nadia O'Mara (until May 2016)  
 Zoë Chapman (from May 2016)  
**Legal Administrator**  
 Josie Williams  
**Development Fellow**  
 Joseph Watfa (until Dec 2015)  
**Student Network Fellow**  
 Catriona Boyd (until Oct 2015)

Harley Freemantle (from Feb 2016)  
**Legal Fellow**  
 Zoë Chapman (until May 2016)

## INTERNS

Bader Abu-Eid  
 Laetitia Belsack  
 Emma Foubister  
 George Kadifa  
 Shane Kunselman  
 Daniella Lock  
 Gethin Thomas

## COUNCIL MEMBERS

Baroness Kennedy of  
 The Shaws QC (Chair)  
 Dominic Grieve QC MP  
 Baroness Ludford (Vice-Chairs)  
 Vera Baird QC  
 Diane Burleigh OBE  
 Anthony Burton CBE  
 Victoria Butler-Cole  
 Joanna Cherry QC MP  
 Jonathan Cooper OBE  
 Anand Doobay  
 His Honour Judge Sean Enright  
 Dame Janet Gaymer DBE QC  
 Lord Grabiner QC  
 Professor Jacqueline Hodgson

Professor David Howarth  
 Professor Robert Hazell CBE QC  
 Professor Rosemary Hunter AcSS  
 Schona Jolly  
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 Alexandra Marks  
 Helen Mountfield QC  
 Karyl Nairn QC  
 Sandie Okoro  
 Sue Prevezer QC  
 Geoffrey Robertson QC  
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 Karamjit Singh CBE  
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 Leslie Thomas QC  
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 Victoria Wakefield  
 Bernard Weatherill QC

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 The Evan Cornish Foundation

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 Trust  
 Lankelly Chase  
 The Law Society  
 The Legal Education Foundation  
 Linklaters LLP  
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 US AND OTHERWISE  
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 Eric Fripp  
 The General Council of the Bar  
 Neil Gerrard  
 Herbert Smith Freehills LLP  
 Lesley Irvine  
 Paul Jarvis

## THANK YOU

Jessica Jones  
 Oliver Jones  
 Dean Kingham  
 King's College London  
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 Eric Metcalfe  
 Nabarro LLP  
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