

JUSTICE

ANNUAL REPORT
2016 – 2017

60 YEARS OF
STRENGTHENING THE
JUSTICE SYSTEM



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 UK.

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, comprising of 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 ARE A VALUABLE RESOURCE TO OUR STAFF; AND THEY INCREASE OUR INFLUENCE. WE ALSO NEED OUR MEMBERS' SUPPORT TO MAINTAIN A SUSTAINABLE FUNDING BASE FOR OUR WORK.

- 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 THE JUSTICE SYSTEM AND OF POSSIBLE SOLUTIONS, WORKING WITH MEMBERS TO EXECUTE OUR VISION.

FROM THE PRESIDENT



Happy birthday JUSTICE! Very few charities reach such a ripe old age and that JUSTICE is turning 60 at full strength is cause for extra celebration. As you will see in this report, the impact of our work is only increasing. The year has, however, brought some sadness for the JUSTICE family. We lost Lord Goodhart QC – a JUSTICE stalwart of many decades and former Chair of both the Board and Council – and our dear friend Professor Sir Nigel Rodley KBE, also a longstanding Council member and President of our sister body, the International Commission of Jurists.

I am particularly delighted that JUSTICE has tackled – once again – an issue close to my heart: the need for greater judicial diversity. In 1972, it was JUSTICE that raised concerns about the fact that the judiciary was lacking diversity in terms of social background, and in a follow-up report in 1992, we raised concerns about the dearth of women and minority ethnic people heading to the Bench. In the face of far too little progress over the years, JUSTICE's *Increasing Judicial Diversity* has powerfully made the case for greater diversity – for reasons of fairness, quality and legitimacy of our courts. The details of JUSTICE's recommendations are set out in this Annual Report, and I encourage you to visit the website to read the full report. It is a challenging and important piece of work, and my particular thanks go to Nathalie Lieven QC

for chairing the Working Party and to all those who served on it and shared their experiences to bring the work to life.

The craziness of the last year in political life has again demonstrated the fragility of the rule of law and the importance of a strong justice system to underpin it. It has been our courts that have provided reassurance and stability during a time of upheaval – without an accessible and fair justice system, our democracy would be in trouble. JUSTICE remains at the forefront of finding ways to ensure that the courts work more effectively, are fairer and are focused on the needs of normal folk. I couldn't be prouder to head the JUSTICE Council and I implore you all to find ways to help this important charity in any way you can.

BARONESS KENNEDY OF THE SHAWS QC
PRESIDENT, JUSTICE COUNCIL

FROM THE DIRECTOR



I would also like to begin by wishing everyone a very happy 60th anniversary. It is remarkable that we still have on the books so many members who signed up on 1 March 1957. Their commitment to JUSTICE over the years is remarkable, and their contribution continues – Sir Geoffrey Bindman QC (Hon.), a member since 1957, served on the *Delivering Justice in an Age of Austerity* Working Party the year before last.

While this is a year to celebrate our historic achievements, our impact on the legal landscape continues. The last year has seen many of JUSTICE's ideas on 21st century justice – including more proportionate use of judges' time in civil courts, doing more of the courts' work online and the need for court buildings based around the needs of users – take hold in the plans of government and the senior judiciary. As in the past, our members' wealth of experience transforms our ability to influence the debate.

I am delighted to also have good news on fundraising. We are approaching the end of our *Securing JUSTICE at 60 Appeal* and looking on track to have realised our ambition of raising £2 million over three years. This has allowed us to more than double our legal team over the last two years (we have just recruited our fifth lawyer!) and to professionalise our development functions. While fundraising remains a massive challenge, I am confident

now that we have the right structures, staff and strategies in place to secure JUSTICE's financial future. I am immensely grateful to Karyl Nairn QC, whose leadership of the Appeal Committee has been exemplary. My thanks go also to *The JUSTICE60*, our special giving group, who have transformed our ability to deliver the work.

With a focus on expanding the staff, the Appeal has not allowed us to undertake the significant renovations required of our building at 59 Carter Lane. We have the designs to transform it into a public-facing justice space for our members and the legal community – as well as more space to rent out for income – but we need to find £1.2 million to do this.

JUSTICE really is a team effort. We are lucky to have extraordinary staff, but also to enjoy the support of our diverse members. To everyone who has renewed their membership, written us a cheque, encouraged someone to join JUSTICE, or otherwise demonstrated support for JUSTICE, go my heartfelt thanks.

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.

‘JUSTICE IS POSING THE RIGHT QUESTIONS AND PRODUCING MANY OF THE ANSWERS THAT WILL BE IMPLEMENTED, SOONER OR LATER, INTO OUR LEGAL SYSTEM.’

THE RT. HON. LORD PANNICK QC, WRITING FOR *THE TIMES*

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

JUSTICE is the UK section of the International Commission of Jurists (ICJ) – a global body dedicated to the primacy, coherence and implementation of international law and principles that advance human rights. 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 at www.justice.org.uk

RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

Throughout 2016-17 we have continued to draw on the unrivalled professional and cross-party expertise of our membership when selecting the members of our working parties. They make recommendations for modernising the justice system and making it fairer for the UK’s most vulnerable and marginalised people. Over the past year we have followed up on recommendations from recent working party reports: *Delivering Justice in an Age of Austerity*, *Complex and Lengthy Trials* and *What is a Court?*

We are delighted to see the ideas in our previous reports continue to feed into the programme of court modernisation; with many of our recommendations – including on court design – taking hold.

DIVERSITY IN THE SENIOR JUDICIARY

This year, we took up the challenge of reimagining the appointment and promotion of judges, with a view to a more diverse judiciary.

Our working party on judicial diversity, chaired by Nathalie Lieven QC, considered appointments to the Circuit Bench, High Court and Court of Appeal in England & Wales, and to the UK Supreme Court. Its final report, *Increasing judicial diversity*, was published in April 2017 and explores the structural barriers faced by women, people from visible ethnic minorities and those from less advantaged socio-economic backgrounds in reaching the Bench. This work built on JUSTICE reports on the judiciary from 1972 and 1992.

The recommendations in *Increasing judicial diversity* include:

- Introducing targets ‘with teeth’ for selection bodies. These include obligations to comply and/or explain why targets were not met, reporting on progress to the Justice Select Committee.
- Creating a permanent ‘Senior Selections Committee’ dedicated to appointments to the Court of Appeal, Heads of Divisions and UK Supreme Court.
- Increasing accountability for diversity, through a general responsibility on selectors and the judiciary to encourage a much more diverse field of people to apply for senior judicial office.
- Introducing ‘appointable pools’ of suitable judges for each court.
- Creating an upward judicial career path, where junior lawyers can take up an ‘entry-level’ position in the tribunal system or on the District Bench and stand a meaningful chance of promotion.
- Introducing a ‘Talent Management Programme’ to enable talented judges to progress their career.
- Ensuring more attractive, inclusive career paths and working conditions, including making flexible working the default.

Nathalie Lieven QC worked alongside Diane Burleigh OBE, Kate Cheetham, Stephen Frost, Sir John Goldring, Sa’ad Hossain QC, Professor Rosemary Hunter FAcSS, Sir Paul Jenkins QC (Hon.), George Lubega, Karamjit Singh CBE, Ruchi Parekh, Geoffrey Robertson QC, Tim Smith and Andrea Coomber. The working party was generously supported by Berwin Leighton Paisner LLP and led by JUSTICE Lawyer, Rachel Jones.

RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

WORKING PARTIES IN PROGRESS

Several other JUSTICE working parties have started work this year:

- **Mental Health and Fair Trial**, chaired by Sir David Latham, is developing practical recommendations to ensure that the criminal justice system is more suitably designed to accommodate people with mental health or learning difficulties, and will report in the autumn.
- A startling 75 per cent of suspects in Scotland are estimated to waive the right to legal advice prior to police interview. Our working party on **Legal Advice and Waiver during Police Detention**, chaired by Lord Eassie, is the first JUSTICE working party in Scotland. It is examining the current processes by which advice is provided to suspects and will present recommendations to increase their effectiveness at the end of 2017.
- Our working party on **Immigration and Asylum Reform**, chaired by Sir Ross Cranston, is reviewing the procedures for the determination of immigration and asylum claims from Home Office decision-making through to appeal or judicial review. It seeks to propose reforms that will guide, inform and assist HM Courts & Tribunals Service (HMCTS) and the judiciary in the design and implementation of the HMCTS Reform Programme.

OTHER JUSTICE PROJECTS

We are now in the final year of a three-year grant from Unbound Philanthropy to support our work on **administrative justice**

reform, including the work outlined above on immigration and asylum procedures. Our work in this field has resulted in our being approached to take over the running of a successor body to the Administrative Justice Forum, which was dissolved at the end of April 2017. The new body, which will be chaired by the Senior President of Tribunals with JUSTICE as the secretariat, will provide a critical space for the exchange of information and ideas between users of the administrative justice system, the judiciary and government departments. In preparation for a unique partnership between the Ministry of Justice, the senior judiciary and users of the administrative justice system, JUSTICE is shaping the new body, which will be launched in Autumn 2017.

Also this year, JUSTICE took part in a European Union-wide project on ill treatment by police officers, funded by the Open Society Foundations. The resulting report, published by the Hungarian Helsinki Committee, gave a comparative study of seven EU countries. JUSTICE authored the England and Wales research, which is summarised in the main comparative report and also presented in a separate publication.

‘It is all very fine to give people rights, but they must be given the reality of access to the courts to give effect to those rights and to defend their rights.’

The Rt. Hon. the Lord Neuberger of Abbotsbury,
President of the Supreme Court

JUSTICE IN PARLIAMENT

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 by Parliament and the judiciary relevant to our priorities.

In the autumn we held standing room only events at the party conferences for the Conservatives, Labour, the Liberal Democrats and Scottish National Party. All events focused on the opportunities and challenges posed by modernisation of the justice system, and highlighted cross-party appetite for a more accessible justice system.

Building on our role as a ‘bridge’ between lawyers and lawmakers, we launched *Law for Scottish Lawmakers*, with the assistance of our solicitor and advocate members in Scotland. The guide, an update of our 2015 Westminster-focused publication *Law for Lawmakers*, is aimed at Members of the Scottish Parliament and their staff, and provides an introduction to some of the core legal and constitutional principles with which parliamentarians grapple on a daily basis at Holyrood. We also shared *Law for Lawmakers* with the new intake of MPs in Westminster.

‘I congratulate the authors [of Law for Scottish Lawmakers] in having achieved the aim of presenting the substance and practice of the law, which can sometimes be unnecessarily over-complicated, in a concise and readable way.’

The Rt. Hon. Lord President, Lord Carloway

BRIEFINGS

JUSTICE continued cross-party briefings of Parliament and Whitehall, producing suggested amendments for parliamentary debate, including ensuring fair procedures within the following Bills.

The **Investigatory Powers Bill** was published by the government in February 2016. JUSTICE’s work around this focused on surveillance and the protection of the right to privacy. Most of JUSTICE’s suggested amendments were tabled for debate.

Our parliamentary work continued on the **Immigration Bill**. One success for JUSTICE was the government’s withdrawal of 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’ (on which we were quoted in the House of Lords).

We briefed parliament in relation to changes to police bail set out in the **Policing and Crime Bill**. We did not think the proposed changes addressed the problem of lengthy investigation and considered them likely, if anything, to make investigations longer.

JUSTICE produced a briefing on the **Prisons and Courts Bill** for the House of Commons Second Reading. It addressed our initial concerns over the written and online processes created, and the changes proposed to the judiciary and the Judicial Appointments Commission.

JUSTICE ASSISTS

‘Thank you to JUSTICE for your assistance during the [Prison and Courts] Bill’s life - it has been invaluable.’

Russell Fraser, Political Adviser in the office of Richard Burgon MP, Shadow Lord Chancellor

CONSULTATION RESPONSES AND INQUIRIES

JUSTICE provided responses to a number of consultations and inquiries by the government and other relevant organisations and institutions. This includes Ministry of Justice consultations on **transforming our justice system**, and on **reforming the advocates’ graduated fee scheme**, which pays advocates to defend clients in the Crown Court in cases involving mental ill health or intellectual disability. Reflecting on our judicial diversity working party, JUSTICE also responded to the government’s proposals on **modernising judicial terms and conditions**.

We responded to the government’s further consultation on **reform of judicial review** in summer 2016, which gave proposals for the provision and use of judicial review claimants’ financial information by other parties.

We inputted into the **Law Commission 13th programme of work** and the Joint Committee on Human Rights’ inquiry into **mental health and deaths in prison**.

JUSTICE IN THE COURTS

JUSTICE is committed to undertaking 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.

Belhaj & Anor v Straw & Ors

JUSTICE joined the ICJ, Amnesty International and REDRESS in an intervention in *Belhaj & Anor v Straw & Ors*. This case was heard in the Supreme Court in November 2015 and the judgment was given on 17 January 2017. The case considered whether the UK courts have jurisdiction to hear claims relating to torture, extraordinary rendition and wrongful imprisonment carried out abroad by UK officials acting complicity with other countries. Our intervention argued that dismissing the claims would grant impunity to UK officials, violating international human rights law and weakening international commitments to an effective remedy for torture and other human rights abuses. The judgment referenced our joint intervener’s argument on the ‘foreign act of state’ doctrine and the UK government’s liability for rights violations where it is a relevant state power. We were represented pro bono by Martin Chamberlain QC, Oliver Jones and Zahra Al-Rikabi.

JUSTICE: BEYOND LONDON AND BEYOND LAWYERS

JUSTICE SCOTLAND

Our work on Scottish matters continues to be pursued by volunteer members in Scotland. In June we held our Annual Scottish Members Update where we showcased the year’s work and invited guests to expand our Scottish membership. We welcome the convener of the Faculty of Advocates’ Human Rights and Rule of Law Committee, Shelagh McCall QC, as the new Chair of JUSTICE Scotland. Ms McCall takes over from Derek Ogg QC and will work with Vice Chair, Catherine Smith, with staff support from London. Our thanks go to Derek Ogg QC for his work as Chair over a very productive year, which saw the launching of our first Scottish working party and the production of *Law for Scottish Lawmakers*.

We held a full events programme during the year. Following on from the success of last year’s ‘Beyond Law’ series, September saw a fundraising event on law and the media with Lord Hodge chairing Jon Snow and Baroness Kennedy of The Shaws QC ‘in conversation’. In December, we considered the human rights implications of Brexit on EU migration at an event held in conjunction with the Scottish Equality and Human Rights Commission, chaired by BBC Scotland Editor Sarah Smith. Also in December, the Lord Advocate James Woolfe QC gave his first speech in office at our Annual Human Rights Day Lecture on Fundamental Rights and the Prosecution of Crime.

JUSTICE responded to the Scottish Government’s review of the **Letter of Rights** given to suspects in police custody and

highlighted our working party on Legal Advice and Waiver during Police Detention to its Legal Aid Review.

Our huge thanks go to the Faculty of Advocates and the Law Society of Scotland for their support of our work over the year.

THE JUSTICE STUDENT NETWORK

The JUSTICE Student Network (JSN) engages students on issues around access to justice and the rule of law. It promotes debate and supports students through a programme of events and online resources.

Over the past year, JUSTICE has built on our existing relationships to create a more sustainable network of student contacts, with our staff speaking regularly at university events and attending law fairs. By way of example, in November 2016, our Director Andrea Coomber spoke at the IBA/ELSA Student Conference in London on careers in law. Over the year, Andrea and other JUSTICE staff have spoken at events at the Universities of Kent, Glasgow, Sheffield, Lancaster, Cambridge, Bristol, Bangor, Reading; Essex; City, University of London; and the London School of Economics.

We are looking forward to the JSN Conference, to be held early in 2018, as well as a series of ‘In Conversation’ events taking place at university campuses across the UK, throughout the coming autumn and winter.

We are grateful to the Legal Education Fund for its JSN contribution.

SECURING JUSTICE AT 60



‘MANY OF US HAVE DONE VERY WELL OUT OF THE LAW. IT HAS PROVIDED INTELLECTUAL STIMULATION; IT HAS AFFORDED FOR EACH OF US AND OUR FAMILIES A COMFORTABLE LIFESTYLE AND HAS GIVEN US PURPOSE IN OUR PROFESSIONAL LIVES. AND WE, IN TURN, HAVE A DUTY TO GIVE BACK AND HELP PRESERVE THE LEGAL SYSTEM. ONE IMPORTANT WAY TO GIVE BACK AND TO SUPPORT THE JUSTICE SYSTEM IS TO SUPPORT JUSTICE.’

THE RT. HON. SIR BRIAN LEVESON

As we celebrate JUSTICE’s 60th anniversary in 2017, we find ourselves in the third and final year of our Appeal to raise £2 million in our 60th year. We are getting close to our target with £1.8 million already raised in donations and pledges to July 2017. The success of the Appeal is testament to the hard work and goodwill of our supporters. We are particularly grateful to Karyl Nairn QC, the Chair of our Appeal Committee, who has worked tirelessly to draw new individuals and corporates into JUSTICE.

The Appeal has allowed us to more than double our legal staff over the last two years, increasing our capacity dramatically. We are delighted to have forged relationships with a wealth of new corporate partners, institutions and donors, and have high hopes for more Friends in the coming year.

‘I joined the THEJUSTICE60 as soon as I became aware of it... I could not have been more warmly welcomed into the world of JUSTICE, and to the stream of events which has followed. The opportunity to meet people from across the legal spectrum, all sharing the aim of supporting JUSTICE in their work to improve our legal processes, is unrivalled.’

Andrew Onslow QC, 3 Verulam Buildings

Within the *Securing JUSTICE at 60 Appeal*, we have a special giving group of individuals – *The JUSTICE60* – who have committed to giving JUSTICE £6,000 every year for three years, and have made a transformative difference. It is this kind of committed giving that will allow us to confidently plan our work for the years ahead. We already have 40 of these special supporters (listed at the back of this report) and look forward to adding more until we reach our target of 60.

Beyond those who have donated money, we are incredibly grateful to our supporters in the senior judiciary who have, with incredible eloquence and heart, spoken about the importance of the justice system, and JUSTICE’s role in shaping it, at countless events over the last year.

For more information on *The JUSTICE60*, or supporting JUSTICE in other ways, visit www.justice.org.uk/support-justice or contact Keith Kibirango, JUSTICE’s Director of Development on 020 7762 6423.

BRINGING PEOPLE TOGETHER FOR JUSTICE

One of JUSTICE’s key strengths is bringing together those who are passionate about the need for a stronger and fairer justice system. Our events are an opportunity for people from the legal profession, and others who care about JUSTICE’s mission and values, to share ideas, learn from each other and make suggestions on how to reform the system for the better.

The Rt. Hon. the Lord Kerr of Tonaghmore and Phillippa Kaufmann QC joined us as keynote speakers at our Annual Human Rights Law Conference in 2016 in a programme focused on the challenges facing practitioners and the wider public policy debate on human rights law in the UK. Freshfields Bruckhaus Deringer LLP generously hosted the conference, meaning that every penny raised went to JUSTICE.

We also had a productive Annual General Meeting, followed by the annual Tom Sargant Memorial Lecture, which was this year given by Lord Justice Briggs, who outlined the potential for the online court. The AGM and the lecture were hosted by Shearman and Sterling LLP in London.

Join our other **10,000+** followers on Twitter @JUSTICEhq or like our Facebook page (@hqJUSTICE) for another way to keep up to date with our work.

JUSTICE held Fringe Events at the Scottish National, Liberal Democrat, Labour and Conservative Party Conferences in 2016, discussing the question ‘What Should Access to Justice Mean in Practice?’ All focused on the opportunities and challenges posed by modernisation of the justice system, and highlighted the cross-party appetite for a more accessible justice system which can effectively protect the rights and interests of all.

We held a number of events around the publication of our working party report, *Increasing judicial diversity*, including a launch and an event for our student members. We also joined with the London Solicitors Litigation Association for a well-received panel event titled, ‘Judicial diversity: Where are we now and where should we aspire to be in the future?’

WELL OVER **100,000** INDIVIDUALS VIEWED THE JUSTICE WEBSITE LAST YEAR.

For the first time, runners from across the legal profession took on the Royal Parks Foundation Half Marathon in aid of JUSTICE. TeamJUSTICE raised over £20,600 through sponsorship for the 13.1 mile route, in support of the Mental Health and Fair Trial Working Party. TeamJUSTICE will be taking on the challenge again for 2017. To support them please visit our website.

ORGANISATION

JUSTICE is extremely grateful to everyone – our members, patrons, donors, Friends of JUSTICE, volunteers, interns, conference speakers, pro bono lawyers and consultants, working party members and Board, Council and committee members – who have helped us over the past year. We are very lucky to have such loyal supporters – you are our lifeblood.

MEMBERSHIP

As we celebrate our 60th anniversary, JUSTICE members continue to be our greatest asset. With just under 1,200 members, ranging from law students through the ranks of the profession to retired lawyers and judges and from across the political spectrum, having a strong and committed membership remains vital to our ongoing success as we strive to maintain the integrity of the justice system in the UK.

Increasing our membership acquisition and retention rates, in addition to supporting our existing members, remains a key priority for us. This year we have worked hard to improve our membership processes and strived to find interesting ways to engage with our members to ensure the best member experience. We are committed to ensuring that we continue to place our members at the heart of our work and look forward to engaging with our members in our upcoming exciting plans.

STAFF

This year we bid a fond farewell to Harley Freemantle and Angela Patrick. We welcomed Rumina Ali, Pouneh Ahari, Tariq Desai and Amy Hall 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 2016 Annual General Meeting took place at Shearman & Sterling LLP in London on Tuesday 18 October. The meeting heard a report from Alexandra Marks, Chair of the *What is a Court?* working party, voted to adopt the annual review and elected Council and Executive Board members (a full list can be found on the back page). We bid a fond farewell to Professor Richard de Friend as Chair of the Executive Board and welcomed Walter Merricks CBE as the new Chair.

Retirees from Council

Zahra Al-Rikabi, Nicholas Aleksander, Jonathan Cooper OBE, Deba Das, His Hon. Judge Sean Enright, Dame Janet Gaymer DBE QC (Hon.), Philip Havers QC, Schona Jolly QC, Walter Merricks CBE, Sandie Okoro, Professor Sir Nigel Rodley KBE, Bernard Weatherill QC

Retirees from Board

Philip Havers QC, Professor Martin Partington CBE QC (Hon.), Jerry L Smith, Michael Smyth CBE QC (Hon.)

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

FINANCE

FINANCE

JUSTICE has had a slightly disappointing year financially and has ended the 2016/17 financial year with a deficit of £76,557, which includes £24,040 in restricted funds. The deficit includes an exceptional expenditure item of £37,674, which has resulted in an exceptional increase in the deficit for the year.

Although our income from donations has increased, mainly due to the success of our *JUSTICE60* giving group, we were hoping to have received more income from major donors and corporates.

Despite the decrease in income, we have been successful in securing a number of grants this year and received funding from The Legal Education Foundation towards our work on ‘Strengthening 21st Century Access to Justice’, and The Persula Foundation towards our work on Mental Health and Fair Trial. We have

also received core funding from the AB Charitable Trust, Allen & Overy, and The Law Society Charity, as well as restricted donations towards our Increasing Judicial Diversity Working Party from Berwin Leighton Paisner and an individual donation towards our Capital Campaign.

The first four months of the new financial year have been much more positive, with an additional 14 people signing up to the *JUSTICE60*, grants secured from the Paul Hamlyn and Evan Cornish Foundations and an anonymous donation of £30,000.

FINANCE COMMITTEE

Nicholas Aleksander (Chair)
Liz Campbell
Professor Richard de Friend
Walter Merricks CBE
Manu Duggal

JUSTICE’S INCOMING RESOURCES IN 2016/17 TOTAL £581,639

DONATIONS AND DONATED SERVICES 59%

RESEARCH AND EDUCATION 20%

MEMBERSHIP 14%

OTHER TRADING SERVICES 6%

INVESTMENT INCOME 1%

JUSTICE’S RESOURCES EXPENDED IN 2016/17 TOTAL £676,286

RESEARCH AND EDUCATION 70%

COST OF RAISING FUNDS 23%

MEMBERSHIP 7%

STAFF AND GOVERNANCE

JUSTICE COUNCIL

Baroness Kennedy of
The Shaws QC (**President**)
The Rt. Hon. Dominic Grieve QC MP
Baroness Ludford (**Vice Presidents**)
Dame Vera Baird QC
Peter Binning
Diane Burleigh OBE
Anthony Burton CBE
Victoria Butler-Cole
Sir David Calvert-Smith QC
Liz Campbell
Natalie Ceeney CBE
Alex Chalk MP
Joanna Cherry QC MP
Professor Richard de Friend
Anand Doobay
Judith Farbey QC
Amanda Finlay CBE
The Rt. Hon. the Lord Hacking
Professor Robert Hazell CBE
Patricia Hitchcock QC
Professor Jackie Hodgson
Professor David Howarth
Professor Rosemary Hunter FACSS
Professor Anna Lawson
Jessica Lee

Andrew Lidbetter
Nathalie Lieven QC
George Lubega
Guy Mansfield QC
Alexandra Marks CBE
Helen Mountfield QC
Professor Linda Mulcahy
Karyl Nairn QC
Professor Martin Partington CBE QC
Geoffrey Robertson QC
Prof. Sir Nigel Rodley KBE
Caroline Sheppard OBE
Karamjit Singh CBE
Rupert Skilbeck
Catherine Smith
Michael Smyth CBE QC (Hon)
Aaron Stephens
Professor Richard Susskind OBE
Dr Leslie Thomas QC
Victoria Wakefield

JUSTICE BOARD

Walter Merricks CBE (**Chair**)
Nicholas Aleksander (**Treasurer**)
Zahra Al-Rikabi
Peter Binning
Roger Burlingame

Liz Campbell
Deba Das
Amanda Finlay CBE
Professor Richard de Friend
Jane Hickman
N. Lynn Hiestand
Theo Huckle QC
Christina Liciaga
Dr Hannah Quirk
Sir Michael Tugendhat

JUSTICE STAFF

Director
Andrea Coomber
Director of Human Rights Policy
Angela Patrick (until Sept 2016)
Legal Director
Jodie Blackstock
Director of Development
Keith Kibirango
Director of Operations
Samantha BurrIDGE
Head of Administrative Justice
Jean-Benoit Louveaux
Lawyer, Civil Justice
Rachel Jones

Lawyer, Criminal Justice
Tariq Desai (from August 2017)
Legal Researcher
Zoë Chapman
Fundraising Officer
Jane Collier
Communications and Membership
Coordinator Lizzy Jones
(until October 2016)
Membership Coordinator
Rumina Ali (from October 2016)
Communications Coordinator
Amy Hall (from October 2016)
Legal Administrator
Josie Williams
Student Network Fellow
Harley Freemantle (until August 2016)
Legal Fellow
Pouneh Ahari (from January 2017)

INTERNS

Laetitia Belsack
Melanie Blair
Louise Harel
Chevan Ilangaratne
Harmish Mehta
Kitan Ososami

THANK YOU

Ani Sirunyants
Gethin Thomas
Alastair Young

VOLUNTEERS

Leslie Asante
Eden Bernstein
Kanijo Gauntlett
Reine Radwan

THE JUSTICE60

Nicholas Aleksander
Charles Béar QC
Adrian Beltrami QC
Peter Binning
Alan G Boyle QC
Cadwalader, Wickersham & Taft LLP
Marie Demetriou QC
Michael Fealy QC
Forensic Risk Alliance
Freshfields Bruckhaus Deringer LLP
Kay Georgiou
The Rt. Hon. Dame
Elizabeth Gloster DBE
Charles Graham QC
The Rt. Hon. Dominic Grieve QC MP
Harbour Litigation Funding

N. Lynn Hiestand
The Rt. Hon. the Lord Hodge
Mark Howard QC
Daniel Jowell QC
The Rt. Hon. the Lord Kerr of
Tonaghmore
Adam Kramer
David & Linda Lakhdir
Christina Liciaga
Richard Lissack QC
Bruce Macaulay
Penny Madden QC
Ali Malek QC
Christopher Mallon
Alexandra Marks CBE
Jennifer McDermott
Karyl Nairn QC (Chair of JUSTICE's
Appeal Committee)
Jonathan Nash QC
Norton Rose Fulbright
One Essex Court (in the memory of
Alastair MacGregor QC)
Andrew Onslow QC
Chris & Carol Osborne
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