

JUSTICE

ANNUAL REPORT
2017 – 2018



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 work towards 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.

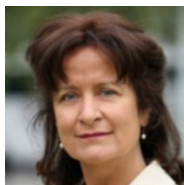
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STRENGTHENING THE LAW AND LEGAL PROCESSES BY REFERENCE TO INTERNATIONAL AND COMPARATIVE BEST PRACTICE, LOOKING ACROSS JURISDICTIONS, ACROSS TYPES OF LAW AND ACROSS THE LEGAL PROFESSION.

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



It's been another very busy year for JUSTICE – for our staff, our members and supporters. And it's been a good year.

I'd like to begin by paying tribute to the extraordinary Karyl Nairn QC, whose leadership of the JUSTICE Appeal Committee saw us meet our £2million Appeal target. This would not have been possible without Karyl and all of our wonderful Appeal Patrons and donors – particularly *The JUSTICE 60* – who have dug deep to transform our financial fortunes. And I am pleased to report that far from putting Karyl off, she has generously agreed to chair our new Development Board, which aims to identify major donors and to fund the renovation of 59 Carter Lane. If you know anyone who would like a beautiful Victorian building in central London named after them – or would like it to bear your name – please do get in touch!

As we know all too well, the rule of law and the fair administration of justice have never been more important. These are turbulent times. JUSTICE's work continues to respond to challenges in the system, as well as anticipating rocky waters ahead. This Annual Review demonstrates the incredible work undertaken by our small staff over the last year, much of it supported by working parties of our members. With many of our courts and tribunals going online, two working parties have focussed on how this can be done in such a way as to

increase rather than threaten access to justice; including in the critical arena of immigration and asylum appeals. Our report on Mental Health and Fair Trial puts the spotlight on fairness of process with respect to our criminal courts, and again reflects JUSTICE's willingness to tackle difficult issues and come up with practical recommendations for change.

On behalf of the members, I would like to thank JUSTICE's amazing staff, including those who have left us this year, and congratulate them on such a productive year. I would also like to set a challenge for all of us members. In the coming year, let's commit to bringing one other person into the JUSTICE fold. If each of us introduced one more person to JUSTICE membership, we'd double our membership in a year without the staff having to lift a finger. This would provide more funds for JUSTICE, give greater authority to the work and provide a bigger pool of experiences for our working parties. Please accept the challenge and introduce more friends and colleagues to this fantastic charity – everyone in the law should support it.

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

BARONESS KENNEDY OF THE SHAWs QC
PRESIDENT, JUSTICE COUNCIL

FROM THE DIRECTOR



As Helena has noted, this has been another bumper year for JUSTICE. We have met our Appeal target, launched a record number of working party reports and have embarked upon a particularly exciting new initiative on administrative justice.

When we began the Appeal in late 2014, I was told by a number of people that the target was too ambitious for such a small charity. This may well have been true. But for 61 years, the small size of JUSTICE's staff has been deceptive. JUSTICE is much more than the people who work in Carter Lane, it is, and always have been, a vehicle for our members to influence the shape of our legal system and they understand the role of sustainable funding for the charity. The Appeal was only successful because of the large number Patrons who pledged their support, the many members who donated and/or connected us to contacts who could donate and the dogged yet charming determination of Karyl Nairn QC steering the ship. The last year has seen us lose a great supporter in Sir Henry Brooke, who epitomised the very best of our membership in his reforming zeal, generosity and kindness.

The Appeal has enabled JUSTICE to grow as an organisation, trebling our policy staff over the past three years and professionalising our fundraising function. This growth has made possible the fantastic work outlined in this report. We have been able to corral the knowledge and insights

of our members through Working Party reports on mental health and fair trial, immigration and asylum appeals reform, combatting digital exclusion in the court system and legal advice in Scottish police stations. We continue to brief politicians of all political persuasions, working closely with user groups, civil servants and the judiciary towards a more robust system. With our work getting a great deal of traction at a critical time, JUSTICE continues to assert itself as an engine for justice system reform.

One particularly exciting development is the establishment of the new Administrative Justice Council, chaired by the Senior President of Tribunals Sir Ernest Ryder, with JUSTICE providing the Secretariat. With a rich history on working on administrative justice, this is an initiative that chimes both with our past and with our abiding focus – making the justice system work for ordinary people.

There is a lot to do, but as ever I am confident that with the goodwill and support of our members, we will continue to come up with creative, challenging and practical ideas for reform. Please do get in touch and get involved.

Andrea

ANDREA COOMBER
DIRECTOR

RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

This year has seen JUSTICE continue to use the expertise and insights of our members to identify, research and make practical recommendations for justice system reform. We have published four Working Party reports (including in Scotland, see JUSTICE Scotland below) and three shorter reports. We have two further working parties underway that will conclude later in the year.

MENTAL HEALTH AND FAIR TRIAL

JUSTICE has long been concerned that the criminal justice system is not suitably designed to accommodate people with mental ill-health or intellectual disability. The available evidence suggests that people in the criminal justice system are far more likely to suffer from mental health problems than the general population.

The Working Party sought to ensure that vulnerability caused by mental health problems or learning disabilities is properly identified, and where identified, properly approached. This would ensure that the person either receives reasonable adjustments to give them the capacity to effectively

participate in their defence, or if appropriate, is not prosecuted. This requires the criminal justice and health systems to work together. Where a person is diverted from prosecution or prison, suitable and effective treatment and support must be available to ensure that the person remains outside of the criminal justice system. The *Mental Health and Fair Trial* report was launched in November 2017 at an event with Lord Burnett of Maldon and makes 52 recommendations

across the criminal justice process to enable the better identification and response to those with vulnerabilities.

The Working Party was chaired by Sir David Latham, with the assistance of Linklaters LLP. Its members were: Anthony Burton CBE; John Briant; Insp. Michael Brown; Professor Nigel Eastman; Julia Krish; Dr Eileen Vizard; Jan Jones; HHJ Sean Enright; Natasha Lloyd-Owen; Carolyn Taylor; Dr Kulvinder Manik; Jennifer McDermott and Kris Venkatasami. JUSTICE staff Jodie Blackstock, Zoë Chapman and Tariq Desai supported the work of the Working Party.

‘The report as a whole provides a rich seam of material, as indeed do all the reports provided by JUSTICE, for policymakers and others. I am sure it will play a leading role in developing our approach to vulnerable defendants and witnesses. It is for that reason that I welcome its publication with great pleasure.’

The Rt. Hon. Lord Burnett of Maldon,
Lord Chief Justice of England and Wales

PREVENTING DIGITAL EXCLUSION FROM ONLINE JUSTICE

In April 2015, JUSTICE published *Delivering Justice in an Age of Austerity*, which recommended greater use of IT in the work of our courts and tribunals. Since that time, the move towards the digitisation and modernisation of courts and tribunals has gathered pace with a £1bn investment by the Government. However, from the outset of this reform proposal, there has been a concern that

RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

‘digital by default’ would exacerbate existing barriers to justice, especially for those people who lack access to technology or have low digital capability. After exploring the challenges faced by specific groups at high risk of digital exclusion, the Working Party concluded that with investment in digital inclusion, creative thinking and inclusive design and technology, the move to online justice may present an opportunity to improve access to justice for many people.

Launched by Lord Briggs in June 2018, *Preventing Digital Exclusion from Online Justice* looks at the opportunities and pitfalls of doing justice online.

The report recommends greater investment in “trusted faces” in “trusted places”, i.e. those services already providing digital support and internet access. It identifies the necessary features of simple and accessible online interfaces, and the support and assistive technology required for users with differing needs. We recommend that HMCTS design the Online Court to have an independent “look and feel”, to highlight its constitutional independence. We also stress the need for end-to-end pilots for online justice services.

‘JUSTICE’s report is the first to look at ‘Assisted Digital’ in detail – and, typically of JUSTICE, produced in good time to inform all future stages of the reforms.’

The Rt. Hon. Lord Briggs of Westbourne,
Justice of the UK Supreme Court

The Working Party was chaired by Amanda Finlay CBE, and supported by Freshfields LLP. Its members were: Rebecca Agliolo; Aoife Doolan; Alex Just; Sara Lomri; Christina Marriott; Dr Sue Prince; Cassie Robinson; Charlotte Rook; Caroline Sheppard OBE; Dr Tatiana Tkacukova; Dr Joe Tomlinson; James Walker; James Wood QC and Paul Yates. JUSTICE’s Rachel Jones supported the work.

IMMIGRATION AND ASYLUM APPEALS - A FRESH LOOK

It is well known that our justice system faces a challenge with immigration and asylum appeals. A high percentage of successful appeals against Home Office decisions, instances of poor-quality and exploitative representation and the recent removal of appeal rights put pressure on a system that is already complex and subject to frequent change. The system suffers further from widely reported inefficiencies and a culture of non-compliance.

This Working Party looked at the determination processes in immigration and asylum cases and how these might be improved in the context of the Reform Programme.

The report, launched by Sir Ernest Ryder in July 2018, reviews the operation of the Immigration and Asylum Chamber of the First-Tier and Upper Tribunal as well as appeal processes and proposes reforms so as to guide, inform and assist the judiciary and HMCTS in its implementation of the Reform Programme. Better communication between the parties emerges as the key theme of

RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

the report, and we consider how this might be facilitated to get the Home Office decision right first time, then at the pre-hearing stage and on a continuing, informal basis. **Beyond this overarching theme, the report makes 49 recommendations spanning the various stages of the appeals process.** These seek to provide a framework for better quality decision-making, more effective case management and a reduction in the number of unnecessary appeals – to the benefit of all participants in the system and the administration of justice more generally.

The Working Party was chaired by Professor Sir Ross Cranston, with the support of Kingsley Napley LLP. Its members and official observers were: Diana Baxter; Judge Chris Buckwell; Marian Cleghorn; Michael Fordham QC; Professor Nick Gill; Judge Louis Kopieczek; Suzanne Lambert; Jawaid Luqmani; Rowena Moffat; Sonali Naik QC; Professor Martin Partington CBE QC; Professor Robert Thomas; Andrew Tingley and Judge David Zucker. The Working Party was supported by JUSTICE’s Jodie Blackstock, Jean-Benoit Louveaux and Sarah Looney. We are very grateful to the Ministry of Justice, HMCTS and the Home Office for their contribution to the work.

‘This is the latest in a highly respected series of JUSTICE reports. I’m not sure what we would do without JUSTICE.’

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

WORKING PARTIES IN PROGRESS

Two other JUSTICE working parties have started work this year:

- **Our Working Party on Prosecuting Sexual Offences**, chaired by HH Peter Rook QC, will examine how the approach to investigation, prosecution and sentence of sexual offences has coped with the exponential increase in sexual offence allegations. Its remit covers England and Wales and Scotland, and will be published in late Autumn 2018. The Working Party will make practical recommendations with a view to reducing the burden on the police, the courts and all other actors in the process. It will specifically address the problems encountered in the prosecution of historic and online offences. We are grateful to Corker Binning for its support of this Working Party. JUSTICE’s Tariq Desai is supporting the work.
- **What is a Trial?**, chaired by Sir Nicholas Blake, will look at the language, interaction and questioning processes engaged during the adversarial trial, from the user’s perspective. The aim of this work will be to improve the participation of court users in their own proceedings, which have a significant impact upon their lives, but from which they are often excluded by what JUSTICE considers to be overly legalistic processes. The final report is expected in October 2018 and will include comprehensive, practical and realistic recommendations for reform. We are grateful to Allen & Overy LLP and the University of Warwick for their support of this Working Party. JUSTICE’s Pouneh Ahari and University of Warwick PhD candidate Natalie Kyneswood are supporting the work.

RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

OTHER JUSTICE PROJECTS

JUSTICE launched three staff-led reports in early 2018. In January, we published ***Innovations in personally-delivered advice: surveying the landscape***. The report considers how legal advice is being made available post-LASPO. We assess whether the emerging practices are effective, efficient and ethical in three sections that consider: prioritising user convenience; experiential learning; and alternative business models. We identify that some projects might offer scalable models for future development – but importantly, much more independent academic research is needed to assess “what works”.

In February 2018, we launched ***To ‘Neither Confirm Nor Deny’: Assessing the Response and its Impact on Access to Justice*** with a panel discussion at Matrix Chambers. Our research drew on Oxford Pro Bono Publico comparative research discussions at roundtables we held in March 2017 at UCL and the University of Oxford in November 2017, consultation with experts and previous JUSTICE work, to analyse the access to justice and procedural fairness issues raised by NCND. The report argues that although there are legitimate circumstances where the response can be invoked, it should not be applied in a blanket fashion.

In April 2018, JUSTICE launched its report ***Supporting Exonerees: Ensuring Accessible, Consistent and Continuing Support*** at White and Case LLP. The report highlights the inadequacy of the

compensation regime. The compensation award is capped and the application process is burdensome and complex. Furthermore, changes to legislation have created a higher eligibility test and led to a reduction in successful compensation claims. More broadly, the report argues that victims of miscarriage of justice require substantial support services to allow them to overcome the trauma they have suffered through wrongful imprisonment and an apology to recognise the wrong that has been committed.

‘JUSTICE is the leading organisation advocating to make the justice system fairer, more transparent and accessible to all. We are proud to support them in every way we can’

Stuart Leach,
Pagefield Global Counsel

Also this year, **JUSTICE launched the Administrative Justice Council**, for which JUSTICE is providing a Secretariat function. The Council, which is chaired by Sir Ernest Ryder, Senior President of Tribunals, aims to strengthen the administrative justice system, from initial decision-making through various routes of appeal and redress.

The Council is the only body with oversight of the whole of the administrative justice system in the UK, and advises government, including the devolved governments, and the judiciary on the development of the system.

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 September and October 2017, we held Fringe Events at the Conservative, Labour, Liberal Democrat and Scottish National Party Conferences. The events considered how to deliver justice in a turbulent political time, focussing on access to justice and fair trial, as well as policing in Scotland.

BRIEFINGS

During the year, JUSTICE briefed Parliament on the EU (Withdrawal) Bill, raising concerns about the resort to delegated powers throughout the Bill as a response to the uncertainty of the Brexit process. We also highlighted the need to preserve acquired and fundamental rights, including access to the courts, and to clarify the role of superior courts in interpreting EU law after exit day. Our work continues to ensure that reciprocal arrangements for doing justice across borders can continue.

In June 2018, JUSTICE briefed the House of Lords on the Courts and Tribunals (Judiciary and Functions of Staff) Bill. JUSTICE is broadly in favour of the aims of the Bill for flexible deployment

of judges and use of case officers. However, we highlight the need to clarify the scope of case officer functions and qualifications, as well as provide for redetermination of non-judicial decisions. The Bill has provided an opportunity for Government to support our aim for increased judicial diversity. We also note the absence so far in Parliament of important principles to underpin the digitisation of justice procedures, following the shelving of last year's more substantial Prisons and Courts Bill.

CONSULTATION RESPONSES AND INQUIRIES

During the year, JUSTICE responded to consultations on the Revision of PACE Codes of Practice, the Investigatory Powers Tribunal rules of procedure, the Legal Aid Review, and the House of Commons' Justice Select Committee Disclosure of Evidence in Criminal Cases Inquiry. Our responses drew from the material gathered from our recent reports relevant to these subjects.

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.

R (on the application of Nealon and Hallam) v Secretary of State for Justice - represented by White and Case LLP, Henry Blaxland QC and JUSTICE's Jodie Blackstock, we intervened in

JUSTICE ASSISTS

the Supreme Court in May, drawing on our recently published report *Supporting Exonerees: Ensuring Accessible, Consistent and Continuing Support*.

Both appellants were convicted of serious offences and sentenced to significant prison terms, before having their convictions quashed as unsafe due to new evidence. When they subsequently applied for compensation, both were denied. The recently amended statutory compensation regime requires an applicant to have had their conviction quashed through a new or newly discovered fact that shows 'beyond reasonable doubt that they did not commit the offence.' This is an incredibly high threshold, which in practice means only those with very specific DNA or alibi evidence are eligible. Such a narrow test has contributed to there being only four successful compensation applications in the last four years.

The Supreme Court was tasked with considering whether the eligibility test offends the presumption of innocence to which a person is entitled once their conviction has been quashed.

JUSTICE provided context to the case, highlighting the impact of wrongful imprisonment on exonerees, the limited support available upon release and the trauma that victims almost universally suffer. We provided evidence that the changes in the compensation regime have reduced the number of successful compensation applications and that Parliamentary debate around the amended

test showed concern as to its impact; although the then Ministers asserted that such a reduction would not occur, it seems that such assertions were based on inaccurate information. We provided a comparison with regimes in other similarly placed jurisdictions to indicate how a fair compensation scheme can operate, in particular pointing to the test that applies in Scotland. Judgment is expected towards the end of the year.

JUSTICE SCOTLAND

Our first Working Party report in Scotland, *Legal Assistance in the Police Station*, was launched on 7 June 2018 at the University of Glasgow annual Sir Gerald Gordon Lecture, delivered by the Hon. Lady Scott. The report is focussed on the uptake and provision of legal advice during police detention. Around 70% of suspects continue to waive the right to receive legal assistance in the police station, seven years after it was introduced through the case of *Cadder v HM Advocate*, in which JUSTICE intervened, and six months after recent legislation re-affirmed the right. Moreover, of those who request legal assistance, only around 25% receive this in person at the police station and during police interview. This means that solicitors are providing telephone advice, but far less often, personal attendance at the police station.

The report concludes that the importance of legal assistance during police detention needs to be better understood, not only by suspects but also by the solicitors tasked with providing that

BEYOND LONDON AND BEYOND LAWYERS

assistance. The nature of the criminal justice process has been changing and a cultural shift is required in order fully to realise the importance of this early stage in that process. The Report makes 17 recommendations seeking to improve informed and effective exercise of the right to legal assistance – that include better information provision on the right to the public and suspects and skills-based training for solicitors.

Chaired by The Rt. Hon. Lord Eassie, with the support of Lloyds Banking Group and Pinsent Masons LLP, the Working Party comprised of: Chief Inspector Alexander Brodie, Professor James Chalmers, Jim Cormack, Liam Ewing, Professor Pamela Ferguson, Fraser Gibson, Michelle Gordon, Gordon Martin, Niall McCluskey, Tina McGreevy, and Derick Nelson. The Working Party was supported by JUSTICE's Jodie Blackstock.

'JUSTICE Scotland has long advocated the importance of legal advice during the early investigative stage. This timely report now seeks to ensure that the right is effective in practice.'

Chair of JUSTICE Scotland,
Shelagh McCall QC

THE JUSTICE STUDENT NETWORK

The JUSTICE Student Network (JSN) aims to engage students on issues around access to justice and the rule of law. The JSN promotes debate on topical issues in these fields and supports students through its programme of events and online resources. Over the past year, JUSTICE staff have spoken at a number of university events and law fairs. We held two student events focusing on our Working Parties *Mental Health and Fair Trial* at Manchester University and *What is a Trial?* at Warwick University.

The highlight of the year was our JUSTICE Student Conference 2018, titled *Transforming Justice – Court Modernisation and Digital Exclusion*, kindly hosted by The International Dispute Resolution Centre. Guest speakers included Sir Robin Knowles of the High Court of England and Wales, and Alexandra Marks CBE, then Commissioner at the Judicial Appointments Commission and Commissioner at the Criminal Cases Review Commission.

The conference provided a unique opportunity for the next generation of lawyers to come together and explore the opportunities and challenges presented by the digital revolution in our courts and tribunals.

BRINGING PEOPLE TOGETHER FOR JUSTICE

JUSTICE brings people together in support of a stronger, fairer and more inclusive justice system.

We arrange events for people who are passionate about JUSTICE's mission and values to share ideas, learn from each other and come up with suggestions to reach the goal of reforming the system for the better. The flagship event in our events calendar is the JUSTICE Annual Human Rights Law Conference. This year The Rt. Hon. Lady Justice Hallett and Sir Geoffrey Nice QC joined us as our keynote speakers in October 2017, joining a great line up of practitioners sharing their experience on a wide range of human rights challenges. Once again Freshfields Bruckhaus Deringer LLP generously hosted the conference.

The Annual Tom Sargant Memorial Lecture was delivered by Max Hill QC. He discussed his work as Independent Reviewer of Terrorism Legislation in his lecture titled 'Rights vs Security: the challenge engaged'. The event was kindly hosted by Shearman & Sterling LLP.

Earlier this year, we held two members-only events to discuss recent books by two JUSTICE Council members. In January our members joined us for an evening of conversation with Baroness Shami Chakrabarti CBE, based on her new book, *Of Women*, which makes the case for radical positive action in every sphere of life to promote the vindication of the rights of women, worldwide. Morrison & Foerster LLP kindly hosted this event.

In May, the Rt. Hon. Lord Dyson, former Master of the Rolls and Justice of the Supreme Court, spoke about his life in the law in conversation with Andrea Coomber. Lord Dyson has recently published the book *Justice, Continuity and Change*, with a selection of speeches and personal reflections that provides invaluable insights into the development and future of our justice system. Our thanks to Macfarlanes LLP for their support of this event.

WELL OVER **130,000** INDIVIDUALS VIEWED
THE JUSTICE WEBSITE LAST YEAR.

In February, JUSTICE held “Diverse professions, diverse judges?” at Norton Rose Fulbright, building on our 2017 report *Increasing Judicial Diversity*. The event aimed to tease out the key challenges and levers for change in recruiting and retaining more diverse lawyers in the legal professions. We invited a wide cross-section of stakeholders, who were able to listen to the insights of great speakers including Dame Linda Dobbs, the CEO of HMCTS Susan Acland-Hood, Bar Council Chair Andrew Walker QC, Nathalie Lieven QC and many others.

On 8 October 2017, runners from across the legal profession took part in the Royal Parks Foundation Half Marathon, in aid of JUSTICE. The runners raised over £12,000 for JUSTICE, supporting our *What is a trial?* Working Party.

SECURING JUSTICE AT 60

After three years of fundraising, our *Securing JUSTICE at 60 Appeal* was successfully closed at the end of this financial year. We exceeded our £2million target, raising £2.3 million in donations and pledges, which has allowed us to increase the size of our staff and conduct research into a greater number of issues currently affecting the justice system. We are extremely grateful to everyone who supported the Appeal and particularly to Karyl Nairn QC, the Chair of our Appeal Committee.

A major part of the Appeal was the introduction of The JUSTICE60: a special group of supporters pledging to donate £6,000 a year to JUSTICE for three years. This group have made a transformative difference to JUSTICE, enabling us to reach our Appeal target and providing unrestricted funds so that we can confidently plan our work for the years ahead. In May 2018, we reached our target of 60 members and we are grateful to each and every one of these special supporters (listed at the back of this report).

2017 also saw the launch of JUSTICE's legacy programme, with the help of the late Sir Henry Brooke, who was the ambassador of this programme. Sir Henry sent a legacy letter to members of JUSTICE who he thought might be interested in remembering JUSTICE in their Will. We are grateful to those members who have indicated an intention to leave us a legacy, and hope that more members will remember us in this way.

NEW DEVELOPMENT BOARD

JUSTICE has established a new Development Board tasked with identifying major donors to support both the core costs of JUSTICE and a £1.2 million capital campaign to fund the much needed renovation of its premises in Carter Lane. The building work will help to future proof JUSTICE by providing new meeting rooms for its members and the community, plus income generating spaces to increase sustainability. We are grateful to the Development Board and its Chair Karyl Nairn QC. If anyone knows of any potential supporters for the building renovation, please do get in touch with Andrea Coomber to discuss further.

JUSTICE Development Board members

Karyl Nairn QC (Chair), Mehran Behvandi, Peter Binning, Liz Campbell, Toby Duthie, Neville Eisenberg, Ali Malek QC.

Beyond those who have donated money, we are incredibly grateful to our members and 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 dinners and gatherings of potential donors over the last year.

For more information on The JUSTICE60, or on supporting JUSTICE in other ways, visit www.justice.org.uk/support-justice or contact Amanda Miller, JUSTICE's Development Director on 02077626423

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

JUSTICE members are at the heart of everything we do. They span a wide range of professional backgrounds, perspectives and political affiliations, but share our common goal of a fairer, more accessible and efficient justice system. This diversity of membership allows us to draw on a wide range of views and experiences that inform our work. Our current membership stands at 1385 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. We also want to make it clear that we are open to members who are not lawyers, as well as to those outside of London.

To help put these plans in action we recruited Dan Hooper, a new membership Coordinator in March 2018 who brings a fresh perspective to our membership processes and proposition, and will ensure our membership remains at the heart of everything we do. Please do encourage your friends and colleagues to join JUSTICE!

AGM

The 2017 Annual General Meeting was held at Shearman & Sterling LLP in London on Tuesday 24 October. Members heard from Nathalie Lieven QC, Chair of the Increasing Judicial Diversity Working Party, appointed new representatives to its Council and elected new Board members (a full list can be found on the back page).

Retirees from Council

Peter Binning, Prof Robert Hazell CBE, Michael Smyth CBE QC (Hon), Professor Richard de Friend, Vera Baird QC, Jessica Lee MP.

Retirees from Board

Zahra Al-Rikabi and Jane Hickman.

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

Join our other **13,000+** followers on Twitter @JUSTICEhq or like our Facebook page (@hqJUSTICE) for another way to keep up to date with our work.

FINANCE

FINANCE

JUSTICE has had a positive year which has resulted in our ending the 2017/18 financial year with a surplus of £237,462.

Our income has increased by £370,587 from 2016/17; this is largely due to the success of our Securing JUSTICE at 60 Appeal and the drive to reach our target of £2 million by the end of 2017, in celebration of our 60th year.

We have been successful with a number of grants this year and received funding from The Paul Hamlyn Trust towards our work on Immigration and Asylum; and the Ministry of Justice, The Legal Education Foundation and Trust for London supporting the Administrative Justice Council.

Our work on Strengthening 21st Century Access to Justice continues,

which is supported by The Legal Education Foundation. We have also received core funding from the Evan Cornish Foundation, Allen and Overy Foundation, The Law Society Charity, The Stewarts Foundation and The Alexander Mosley Charitable Trust, as well as restricted donations towards Working Parties from Pagefield Global Counsel, Kingsley Napley, Pinsent Masons LLP and Corker Binning.

The start of the 2018-19 financial year is already looking good, with pledges from the JUSTICE60 and a number grant applications, that we are confident will be successful.

FINANCE COMMITTEE

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

JUSTICE'S INCOMING RESOURCES IN 2017/18 TOTAL £956,229

DONATIONS AND DONATED SERVICES
64%

RESEARCH AND EDUCATION
21%

MEMBERSHIP
10%

OTHER TRADING SERVICES 5%

INVESTMENT INCOME 1%

JUSTICE'S RESOURCES EXPENDED IN 2017/18 TOTAL £703,028

RESEARCH AND EDUCATION
72%

COST OF RAISING FUNDS
20%

MEMBERSHIP
7%

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

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.

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