

Company Number: 3216897
Charity Number: 1058580
Scottish Charity Number: SC43518

JUSTICE

Report and financial statements
For the year ended 31 March 2019

JUSTICE

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Reference and administrative information

For the year ended 31 March 2019

Company Number	3216897 registered in the United Kingdom	
Charity Number	1058580 registered in England and Wales	
Scottish Charity Number	SC43518 registered in Scotland	
Registered office and operational address	59 Carter Lane London EC4V 5AQ	
Board members	Board members, who are also directors under company law and the charity trustees as defined by section 177 of the Charities Act 2011, who served during the year and up to the date of this report were as follows:	
	Walter Merricks CBE	Chair from 18 October 2016
	Nicholas Aleksander	Treasurer (retired on 30 October 2018)
	Rachel Sexton	Treasurer from 30 October 2018
	Peter Binning	
	Roger Burlingame	(until 30 October 2018)
	Liz Campbell	
	Patrick Corr	(Joined 30 October 2018)
	Dr. Naomi Creutzfeldt	(Joined 30 October 2018)
	Alexandra Carr	
	Deba Das	
	Prof Richard de Friend	(until 30 October 2018)
	Amanda Finlay CBE	
	Lynn Hiestand	
	Theodore Huckle QC	
	Christina Liciaga	
	Jennifer MacLeod	(Joined 30 October 2018)
	Dr Hannah Quirk	(until 30 October 2018)
	Kate Saunders	
	Sir Michael Tugendhat	
Key management personnel	Andrea Coomber	Director
	Jodie Blackstock	Legal Director
	Samantha Burridge	Director of Operations
	Amanda Miller	Director of Development

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Bankers

Lloyds Bank plc
222 Strand
London
WC2R 1BB

CAFCash Ltd
PO Box 289
West Malling
Kent,
ME19 4TA

Investment managers

Black Rock
33 King William St
London
EC4R 9AS

CCLA Investment Management Ltd
80 Cheapside
London
EC2V 6DZ

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House
108-114 Golden Lane
London
EC1Y 0TL

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Trustees' annual report

For the year ended 31 March 2019

The JUSTICE Board present their report and the audited financial statements for the year ended 31 March 2019.

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

Objectives and activities

Purposes and aims

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.

As reflected in our governing documents:

JUSTICE was established to promote the sound development and administration of the law for the benefit of the public in the following ways:

(a) By promoting education and conducting research into the law, including current and proposed practice and administration and reform of the law, as the JUSTICE Board thinks fit, and by publishing the useful results of such research;

(b) By providing specialist legal advice in relation to the law and legal procedures particularly in cases where it is apprehended that a miscarriage of justice has taken place;

(c) By providing legal representation for those who are unable to obtain legal representation from their own resources, particularly in cases where it is apprehended that a miscarriage of justice has taken place;

(d) and for such other purposes for the benefit of the community as shall be exclusively charitable.

Our primary object is 'to promote the sound development and administration of the law for the benefit of the public' in ways that include 'promoting education and conducting research into the law, including current proposed practice and administration and reform of the law'. In recent years, JUSTICE has moved away from providing legal advice and representation. In part, this has been the assumption of JUSTICE's previous work on miscarriages of justice by the establishment of the Criminal Cases Review Commission (CCRC). We continue to be involved in how miscarriages of justice are handled, both in the courts and by the CCRC.

JUSTICE's Strategic Plan for 2017–2020 continues to see us focus on the justice system – civil, criminal and administrative – and the rights of people within it. This strategy also enables JUSTICE

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to work more closely with our members, including through working parties drawn from the membership.

The Strategic Plan identifies six key aims to guide and inform our work over this period:

- 1 To produce creative, thoughtful and practical proposals for justice system reform, likely to make a sustained impact on the design of the system and/or practice within it.
- 2 To act as a bridge between law and lawmakers, by engaging strategically with Westminster and Whitehall.
- 3 To intervene in appropriate cases before superior courts domestically and regionally.
- 4 To share our research and ideas for justice system reform with our membership and other interested parties.
- 5 To grow and support our membership – individual, corporate and student – and to increase the financial sustainability of JUSTICE through an effective fundraising function.
- 6 To be an effective and sustainable organisation in relation to our staff development, operational management and governance.

The Strategy commits JUSTICE to a focus on organisational sustainability, including increasing its engagement with the JUSTICE membership. The Strategy emphasises the importance of income generation for JUSTICE, to lend stability to the organisation and to allow its staff complement to grow to meet the challenges of its mission.

Public benefit

Since its formation in 1957, JUSTICE has been at the cutting edge of the debate on legal reform and is widely respected for the breadth, depth and quality of its analysis. Today, more than ever, JUSTICE is involved in the issues that will shape the future legal landscape.

Direct beneficiaries of our work include practising lawyers, judges, law students and policy makers interested in the development and protection of the rule of law and human rights, in addition to the public at large, who benefit from a robust justice system that protects their rights.

The benefits of our work are demonstrated through: the adoption of our recommendations in government law reform initiatives; the referencing of our contributions to government consultations; the adoption of our suggested amendments to legislation; and the acceptance of our arguments in third-party interventions in court judgments. Our third-party interventions in the United Kingdom's Supreme Court and in the European Court of Human Rights are submitted 'in the interests of justice' and not on behalf of particular parties. When adopted, our arguments strengthen legal protection for all people beyond those directly involved in the proceedings.

The Board have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Board consider how planned activities will contribute to the aims and objectives that have been set. While some activities are available only to members, these are in the

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minority and the vast majority of our work is available to the public free of charge. The JUSTICE website provides accessible information on our work to the public at large.

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

The Boards consider that JUSTICE's activities are of public benefit in at least the following ways:

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

Principal Activities

Research and Education

The cornerstone of JUSTICE's work is high quality, evidence-based research. This draws heavily on international and comparative experience – looking across jurisdictions, across types of law and across the experience of different segments of the legal profession.

We use this research and analysis to generate, develop and evaluate ideas about the justice system, which we deploy in a number of ways:

First, research is used to promote a better understanding of the fair administration of justice and human rights among political decision-makers and civil servants. JUSTICE regularly briefs ministers and shadow ministers, and their staff, as well as MPs and Lords on issues of the day. This work is undertaken on an all-party basis.

Second, our work is used to strengthen judicial analysis of particularly difficult legal issues through third-party interventions in superior domestic and regional courts. JUSTICE is a leading intervener in the UK Supreme Court. JUSTICE interventions are characterised by their thorough, balanced and comparative approach, and have been widely praised for their usefulness by senior judges.

Finally, JUSTICE shares its research with its members and other interested parties, discussing and framing key policy debates of the day.

In 2014, JUSTICE returned to working closely with its members through working parties of the membership. Since then, JUSTICE has seen five working parties report on different aspects of reform of the justice system. The personal and professional insights of the members have complemented the more traditional legal research provided by the staff, generating creative and challenging proposals for law reform.

JUSTICE continues to host a number of conferences annually, in addition to a schedule of smaller meetings, to bring together leading practitioners to discuss developments in the justice system and to enrich both JUSTICE's understanding and that of our stakeholders.

Membership

JUSTICE is a membership organisation and our members are among our greatest assets. Our members span law students, through the ranks of the profession, to retired lawyers and judges. They include practitioners of all different types of law and all branches of the profession. 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.

One of the aims of our strategic plan is to grow and support our membership through greater engagement and communication with the membership, and through increasing the profile of JUSTICE. To enable us to do this we have a dedicated Membership Coordinator focused entirely on recruitment of new members, membership retention and supporting our current members.

A key aspect of greater engagement with our members is, as noted above, the establishment of working parties of the membership to guide and execute law reform projects. Throughout our history, we have used such working parties, – which have been responsible for some of our most influential and significant reports – to draw, as fully as possible, upon our members' vast range of expertise and experience. Working parties also provide an opportunity for our corporate members to work closely with us in legal research, as well as with the publication and launch of key reports.

We depend very heavily upon, and greatly appreciate, the wide range of support we obtain from the legal community as a whole. However, when considering with whom we will work – for example, who will represent us in third party interventions, or participate in (or sponsor and host) our conferences and seminars, or help to author our publications – we prefer to work with individuals, firms and chambers who have demonstrated their support for JUSTICE and its objectives by becoming members. We therefore offer these opportunities to work with us, all other things being equal, to our members.

Fundraising

Fundraising continues to be a priority for JUSTICE. After the success of our *Securing JUSTICE at 60 Appeal* we turned our attention to maintaining the fundraising momentum by consolidating and deepening relationships with current donors and reaching out to new supporters. Our new Director of Development, Amanda Miller started in post in October 2018 and has been working with JUSTICE's Development Board to identify potential funding, ensuring that JUSTICE continues to raise the income needed to grow for years to come.

Achievements and performance

The charity's main activities and beneficiaries for 2018–19 are described below. All its charitable activities focus on strengthening the justice system and are undertaken to further JUSTICE'S charitable purposes for the public benefit.

Research and Education

Briefings and consultation responses

JUSTICE continues to disseminate detailed submissions on relevant legislation and respond to consultations of parliament and the judiciary that are relevant to our priorities. These are reasoned memoranda that include discussion of relevant law. They are designed to assist parliamentarians of all parties in scrutinising legislation and the judiciary in its considerations of the reform of its processes. Our responses over the financial year can be found at: <https://justice.org.uk/our-work/bcr/>

Third party interventions

JUSTICE continues to intervene selectively before superior domestic courts and the European Court of Human Rights, bringing its expertise to assist the court in areas of law relating to the protection of fundamental human rights and the administration of justice.

In the last year, we intervened in the Supreme Court case of *R (on the application of Nealon & Hallam) v Secretary of State for Justice*, see below under the report *Supporting Exonerees*.

For more information on our interventions, please consult our website <https://justice.org.uk/our-work/third-party-interventions/> or contact the JUSTICE office at admin@justice.org.uk.

Reforming the system – our reports

Over the past year, we have produced six reports, which have engaged our membership and the wider legal community. Many of these reports were produced through working parties of our membership and invited experts, meeting in committee over the life of the project to identify issues and solutions, and taking evidence from relevant sources. We made a series of

recommendations relating to each area of the legal system, which we are working to implement. This work sits alongside the continuing implementation work on our previously reported work.

1. Supporting Exonerees: ensuring accessible, continuing and consistent support

Context and findings

In April 2018, we published *Supporting Exonerees*. This report demonstrates how the criminal justice system fails to understand the issues facing people who have been wrongly convicted and had that conviction overturned through a particular kind of appeal: including practical assistance needed upon release, the negative impact of incarceration on mental health and the difficulties of readjusting to everyday life. Exonerees do not receive the services and assistance needed to acclimatise upon release from prison. We note that some support services are available, but these are poorly-resourced, often do not address the complex range of problems faced by exonerees and are largely available on an ad hoc basis.

The report also highlights the inadequacy of the Government's compensation regime. The compensation award is capped and the application process is burdensome and complex. Furthermore, changes to legislation have created a higher threshold test and led to a reduction in successful compensation claims.

Recommendations

The report proposed 14 recommendations as to how exonerees might be supported more satisfactorily, under the following themes:

- Automatic compensation for wrongful imprisonment, subject to certain exceptions
- An apology and explanation of the failure that leads to a quashed conviction, and where necessary, a public inquiry
- Better management of the transition from incarceration to release, including through a network of exonerees
- The need for specialist psychiatric care
- The setting up of a residential service to provide practical and welfare support

Implementation

Since publication, we have been in contact with the Ministry of Justice, which is considering our recommendations, and relevant Parliamentarians. The All Party Parliamentary Group on miscarriage of justice is using the report as part of its work to improve the situation for those wrongly convicted.

We intervened in the Supreme Court case *R (on the application of Hallam) v Secretary of State for Justice*, which questioned whether the scheme for compensation violates the presumption of innocence that all non-convicted people are entitled to. JUSTICE provided context to the case, drawing upon our report to highlight the impact of wrongful imprisonment on exonerees. We provided a comparison with regimes in other similarly placed jurisdictions to indicate how a fair compensation scheme can operate. Unfortunately, the majority of justices decided that, although

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unsatisfactory, the scheme did not violate the presumption of innocence. The appellants are considering whether to appeal to the European Court of Human Rights.

More broadly, we are also talking to exonerees about the setting up of a support network, and to Dr Adrian Grounds about training in this specific trauma for psychologists and other mental health professionals.

White and Case LLP provided pro bono support for this work.

2. Preventing Digital Exclusion

Context and findings

Preventing Digital Exclusion from Online Justice was chaired by Amanda Finlay CBE and published on 4 June 2018.

The ongoing programme of reform to the justice system in England and Wales poses potentially serious problems for “digitally excluded” users. Many people struggle to access technology, or to use it – at least without assistance.

The Working Party was concerned about digital exclusion from the online justice services being developed and the risk that technology might exacerbate existing barriers to justice. It concluded that, with more investment in digital inclusion, creative thinking, and inclusive design and technology, the full potential of online justice services can be realised and access to justice can be improved for many people.

Our report looks carefully at various groups at high risk of digital exclusion. We also considered how assistive technology and accessible design could minimise problems for the “computer challenged”. In doing so, we identified the necessary features of simple and accessible online interfaces and the kinds of support required for users with differing needs.

Recommendations

Working with Her Majesty’s Courts and Tribunals Service (HMCTS) throughout, our Working Party formulated practical recommendations for change across two key themes:

The digitally excluded

- HMCTS should conduct more research about how people behave in an online environment and on choices between various “Assisted Digital” channels, making the data available for research by external experts;
- Assisted Digital services should be tested in regions where internet access is still limited and support services may be difficult to access;
- Specific attention should be paid to solutions for highly excluded groups, like homeless people and detainees; and,
- Greater investment should be made in “trusted faces” in “trusted places”, i.e. services already providing digital support and internet access.

Technology and design

- HMCTS should design online justice services with an independent “look and feel” from other “Gov.uk” pages, to reflect the constitutional independence of the courts;
- HMCTS should maximise the benefits of the “multi-channel” approach, e.g. helping people move with ease between digital access, phone assistance, face-to-face assistance and paper; and cater for the most affordable and ubiquitous mode of digital interaction: mobile technology; and,
- HMCTS should conduct end-to-end pilots of online justice services, learning from hearing and enforcement stages what is required at earlier stages.

Implementation

Most of our recommendations are aimed at HMCTS, which accepted our recommendations soon after our report was published. We meet regularly with HMCTS to ensure that the digital reforms align with the principles in our report. We also attend HMCTS practitioner and user engagement groups. These enable us to work through a particular design proposal with that group and highlight where features need to be adapted. HMCTS has informed us that it is testing the provision of outreach offices to reflect the need for support in remote areas. The design of online justice services is still not constitutionally distinct from “Gov.uk”. Although some attempt to change the design is evidence in the First-tier Tribunal Tax Chamber pilot, it is not sufficiently distinct from the Gov.uk site. We have also prepared a follow up report on online advice platforms, to highlight the lack of signposting to advice and information and provision of online legal assistance to complement the online justice services. We provided this to the HMCTS reform programme team and MoJ Legal Aid reform team to assist in the development of ideas around advice provision.

This work was funded by The Legal Education Foundation under our Strengthening 21st Century Access to Justice grant, as detailed under the project section later in this report. We also received pro bono support from Freshfields Bruckhaus Deringer and Pagefield Global, alongside a range of volunteers sitting on the working party from the legal profession and advice agencies, academia, access to justice NGOs and digital platforms.

3. Legal Assistance in the Police Station (Scotland)

Context

Our first Working Party report in Scotland was chaired by the Rt. Hon. Lord Eassie and published on 7 June 2018.

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 assistance. The report confirms that 70% of suspects in Scotland still continue to waive the right to receive legal assistance at the police station, seven years after it was introduced, 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.

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Recommendations

The report makes 17 recommendations seeking to improve informed and effective exercise of the right to legal assistance:

- Making information available to the public, as well as clear and simple notices to communicate the rights available to suspects in a way they will understand.
- Personal assistance by solicitors should be standard. Face to face consultation and the presence of a solicitor during the police interview to represent the client's interests are important, if not essential, safeguards.
- Innovation, skills-based training and appropriate legal aid funding, to properly equip solicitors to carry out this important role and make profitable business out of this work.

Implementation

As a result of our work, Police Scotland has significantly improved the way it informs the right to legal assistance, the Law Society has developed skills-based training and the Scottish Government is improving public information on rights in police custody, as well as reviewing the information provided to suspects at the police station.

Lloyds Banking Group and Pinsent Masons provided pro bono support for this work, alongside volunteers sitting on the working party from the legal professions, police, prosecution and academia.

4. Immigration and Asylum: a Fresh Look

Context

The *Immigration and Asylum: a Fresh Look* report was chaired by Professor Sir Ross Cranston and published in July 2018.

It was concerned with the considerable challenges faced by the UK immigration and asylum appeals system. The Working Party took a holistic view of the process – from Home Office refusal decisions, through statutory appeals and judicial review process to the right of appeal to the Court of Appeal. A high percentage of successful appeals against Home Office decisions; instances of poor-quality and exploitative representation; and the recent removal of appeal rights have put pressure on a system that is already complex and subject to frequent change. The Working Party report also comes at a time of significant change to the justice system through the HMCTS Reform Programme, which is aimed at the modernisation and digitisation of the system. The Reform Programme is complemented by Home Office projects to improve initial decision-making, with the aim of reducing the number of unnecessary appeals.

Recommendations

The working party made recommendations for each stage of the legal process around the following areas:

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- Better communication between the parties at the decision-making, pre-hearing and hearing stages to ensure all relevant evidence is considered.
- Getting Home Office decision-making right first time and building in an effective review system as key to delivering a better appellate system.
- Ensuring the move to online processes enhances rather than reduces the ability of people to participate – through clearer forms, translation, security measures and careful consideration of video hearing roll out.
- Reducing unsupervised, unqualified and poor quality representatives purporting to provide advice and assistance to appellants through heightened scrutiny mechanisms.
- Promoting the important role of tribunal case workers and judicial case management to improve tribunal efficiency.
- Retaining rights of appeal as a fundamental safeguard but streamlining certain permission and review processes.

Implementation

We met with the Presidents of the Immigration and Asylum Chambers who have accepted all of the report's recommendations relating to tribunal practice and procedures and have begun implementing many of them. We are monitoring this implementation. We held a roundtable of the regulators, judiciary and practitioner representatives on poor advice and representation and will be following up with a further roundtable meeting in early summer. The online pilot for legally represented asylum appellants, which commenced at the end of January, takes on board many of the report's recommendations and the HMCTS team is tracking the implementation of the pilot against the relevant recommendations from the Report. We were invited to HMCTS's design workshop for the extension of the pilot to unrepresented appellants. Judge David Zucker (who was a member of the working party) is in charge of the reform programme in the FTT (IAC) and also attended.

This work was funded by The Paul Hamlyn Foundation, as detailed under the project section later in this report. We also received pro bono support from Kingsley Napley LLP and volunteers sitting on the working party from the legal profession, judiciary, academia, Ministry of Justice, HMCTS and Home Office.

5. How to Appeal

We updated our guide for Prisoners, ready for changes to the appeal process in October 2018. We have provided a guide on the process since 1996, and this is our sixth edition. The guide provides simple, accessible information on the appeal system and procedures – for prisoners and those who advise them. The booklet is in a simple question and answer format – reflecting the main questions asked by prisoners. It is also invaluable to anyone who may be asked to give advice on how the criminal appeal system works. We sent the guide to every prison and continue to receive regular requests for additional copies. The Criminal Appeals Office also directs people to the guide. King and Spalding LLP and Howard and Byrne Solicitors provided pro bono support on the updating the guide.

6. Understanding Courts

Context

Our *Understanding Courts* report was chaired by Sir Nicholas Blake and published in January 2019.

This report seeks to place lay people at the heart of the justice system – across all courts and tribunals – so that these are places not simply where legal professionals work but where the public can participate effectively in the resolution of their legal problems and feel that they have fully received access to justice. Courts and tribunals are arenas in which the public resolve legal disputes. If they cannot understand and feel connected to the legal process, access to justice is undermined.

Despite many attempts to simplify the process, in an era where cuts to legal aid mean that many more people go unrepresented, studies continue to cast doubt on how our justice system is currently operating. Previous research and the work of other JUSTICE working parties has revealed a disconnect between professionals and lay users in court, with the at-times chaotic nature of proceedings creating a culture that marginalises the public using our courts.

Recommendations

Our 41 recommendations focus on what effective participation should mean in practice:

- lay people informed about what will happen at their hearing through advance information provided by multiple means;
- court professionals recognising that lay people should be their primary focus and adapting their approach accordingly;
- case management that checks for and assists understanding;
- the avoidance of legal jargon and confusing modes of address for plain English alternatives;
- a change in culture that can exclude lay people;
- appropriate adaptations to enable participation for children and those with disability; and
- support for all users who need it.

Implementation

HMCTS has acknowledged our report and is reviewing ways to make public engagement simpler. It has placed the report on the agenda of its reform engagement groups and we are engaging with its work in a number of specific ways, for example, reviewing the language of court forms, identifying what information is needed and when. We are also liaising with the various Procedure Rule Committees to find ways to make their rules more accessible and to require through the rules that court professionals adapt to lay users. This effort is already being assisted by the senior judiciary. For example, the Equal Treatment Bench Book alert, which is sent out to all judges, was titled “Effective Communication” and focussed on our report, quoting from and linking to the text.

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Allen and Overy LLP provided pro bono support for this work, along with volunteers sitting on the working party from the legal profession, judiciary, magistracy, academia, prosecution, and support agencies.

Events

Throughout 2018–19, JUSTICE has been active in hosting a number of events. Below is a list of the free events we held, the majority of which were open to the public:

- Supporting Exonerees report launch, 17 April 2018
- Lord Dyson in Conversation, 25 April 2018
- Preventing Digital Exclusion from Online Justice Report Launch, 4 June 2018
- Immigration and Asylum Appeals – a Fresh Look Report Launch, 2 July 2018
- JUSTICE and the Society of Liberal Democrat Lawyers Fringe Event, *The Future of Legal Aid*, 17 September 2018
- JUSTICE, the Society of Labour Lawyers, the Bar Council and The Law Society Fringe Event, *Court Reforms, Rights and The Rule of Law*, 25 September 2018
- JUSTICE, the Society of Conservative Lawyers, Bar Council and The Law Society Fringe Event, *Making the Justice System Work*, 2 October 2018
- JUSTICE and Scottish National Party Fringe Event, *Changing Police Investigations – Why There Should be Lawyers*, 8 October 2018
- JUSTICE AGM and Tom Sargant Annual Lecture, delivered by Sir Christopher Greenwood GBE CMG QC, 30 October 2018
- Lord Neuberger and Albie Sachs in Conversation with Sir Nick Stadlen, 26 November 2018
- JUSTICE Scotland Annual Human Rights Day Lecture, delivered by Conor Gearty, 10 December 2018
- Understanding Courts Report Launch, 25 January 2019
- JUSTICE Student Conference, 16 February 2019
- Art and Conversation – A Response to Miscarriage of Justice with Patrick Maguire, 19 March 2019

We continued to host our Annual Human Rights Law Conference (16 October 2018) which was once again kindly supported by Freshfields Bruckhaus Deringer. This year we heard keynote addresses from Lord Carnwath of Notting Hill and The Rt Hon David Lammy, as well as an engaging cross party political panel discussing The Future of Access to Justice.

The Human Rights Conference attracts professionals from across the legal profession. Managing it in house means that we are able to charge a much more affordable fee and offer discounted rates to members, which gives us a more diverse audience.

In addition to the above, JUSTICE staff members attended and spoke at a wide range of conferences and events, both in this country and abroad.

Projects

During 2018–19, JUSTICE received funding from several organisations to support a number of our projects.

Strengthening 21st Century Access to Justice

We have just started our final year of a three year project on strengthening 21st Century Access to Justice, which is being supported by The Legal Education Foundation (£30,429 this financial year, £90,000 in total over three years). This project aims to ensure that changes to our court and tribunals respond to the needs of court users, and that ordinary people are provided with the tools to be able to take advantage of an improved, online justice system. The project will involve on-going work with senior judges, lawmakers and government officials on the adoption of modified dispute resolution processes by the judiciary and on reconfiguration of the court and tribunal estate centred on flexibility and accessibility. This year it has also involved JUSTICE's *Preventing Digital Exclusion from Online Justice* Working Party which reported in June and recommended how HMCT's planned online justice services might be made available to digitally excluded members of society.

Immigration and Asylum

The Paul Hamlyn Foundation supported our work on Immigration and Asylum, by providing an eighteen month grant which came to an end in December 2018 (£33,333 this financial year, £100,000 in total) to support the Working Party and follow up work. See *Immigration and Asylum: a Fresh Look* above for more details on the report.

Administrative Justice Council

JUSTICE successfully set up the **Administrative Justice Council** throughout 2018/19. It has the backing of the senior judiciary, the Ministry of Justice and HMCTS. By working as collaboratively as possible and with stakeholder engagement throughout the life of the Council, we hope it can make the system more accessible, fair and effective by improving administrative decision-making, simplifying appeals, complaints procedures and redress mechanisms and ensuring access to justice for some of the most vulnerable people in society. Having set up the Council and its Steering group we have since established three Advisory groups to steer the research element of the project – the Academic Panel, the Pro Bono Panel and the Advice Sector Panel. These panels have identified three initial areas of focus, which they will explore further through desk research, workshops and collaboration: 1) How can aspects of the tribunal modernisation programme be improved to take into consideration the user experience?; 2) How can decision-making within the system be improved in order to reduce the number of appeals?; and 3) How can the scope of the Ombudsman system be increased to cover gaps in the system and how can their powers be extended?

The first standalone project is under way and looks to develop an ombudsman/tribunal familiarisation framework, The programme will have the following benefits: shared understanding and cross-reference with better understanding of different routes and jurisdictions; greater

familiarisation through shadowing, seminars, sitting in on cases and a sharing of identity and development of an effective training programme and sharing best practice. It will also lead to a project to develop a protocol for cross-referrals and exchange of casework; potentially significantly streamlining the work of both Ombudsmen and tribunals. The Council is funded by the Ministry of Justice (£27,500 this financial year), The Legal Education Foundation (£12,500 this financial year) and Trust for London (£15,000 this financial year).

Prosecuting Sexual Offences

The Dawes Trust is supporting our work on Sexual Offences. At a time when prosecution practices – and Crown Courts – are challenged by a high number of historic and online sexual offences, the working party is considering how the system might work more effectively and fairly. We are exploring alternatives to prosecution and the use of treatment programmes, as well as investigative and prosecuting mechanisms. We expect the report to be launched in June. The Dawes Trust has provided £14,947 to support investigation into a specific part of the project, namely diversion and rehabilitation sentences for sexual offences in the UK justice system. Corker Binning are providing pro bono support for this project.

Challenging School Exclusions

Matrix Chambers is supporting our working party on school exclusions. Being excluded from school has a severe impact on pupils' lives and future opportunities. However, the current process for challenging schools' decisions to exclude does not comply with basic public law principles and fails to provide an effective remedy, not least because it is in practice inaccessible to many parents and pupils. The Challenging School Exclusions working party aims to ensure that the process for challenging school exclusions complies with public law principles, involves adequate legal expertise, is efficient, accessible and provides an effective means of holding schools to account for their decisions to exclude pupils. Matrix Chambers is supporting this project through their Matrix Causes Fund – they have donated £3,000 towards the direct costs of the project.

Mental Health and Fair Trial

The Persula Foundation are supporting JUSTICE's follow up work our 2017 Mental Health and Fair Trial working party report, which examined the substantive and procedural problems in identifying and responding to the needs of people with mental health concerns in the criminal trial process and made 52 recommendations on aspects of the criminal justice process. The Persula Foundation who have donated £7,500 are providing funding to ensure that the practical and achievable recommendations from the Working Party are followed-up and implemented as far as possible.

When Things Go Wrong

Morrison & Foerster (UK) LLP are supporting our work what we call 'When Things Go Wrong', which will start later in 2019. The working party will look at the way in which the system responds to major disasters. The Grenfell Tower, the Hillsborough tragedy and the ongoing revelations surrounding institutional child sexual abuse demonstrate the significant challenges associated with reaching truth and securing accountability. Inquests, inquiries and other fact-finding bodies

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serve as society's formal mechanisms for coping with traumatic events – yet victims often speak of abandonment and whitewashing by the very bodies set up to identify the wrongs they have suffered. We would like to look at how there might be more appropriate legal mechanisms to deal with these occurrences in order that the rights of those affected by them are upheld. Morrison & Foerster (UK) LLP have donated £6,000 towards this work.

Membership

At the end of this financial year, JUSTICE had 1,504 members (up from 1,260 in 2018). Membership income is £98,282 (£93,349 2017–18).

The increase in membership is a result of an increased focus on membership retention and making membership a requirement for students who wish to apply for our internship programmes (with allowances made for anyone unable to afford membership), student membership increased from 179 to 423 over the past year.

We held three members only events with Lord Dyson in April 2018, Lord Neuberger and Albie Sachs in conversation with Sir Nick Stadlen in November 2018, and with Patrick Maguire in March 2019. In 2019/20 we plan to hold four members events.

In the past year we launched a new members area on our website, which aims to make the renewal and event booking process easier for members. After much consideration we decided to disband the JUSTICE Student Network (JSN) so that we can focus our resources on our paying student members. We have begun the process of moving our JSN resources over to our new members area and are encouraging students that signed up to the JSN mailing list to become members of JUSTICE.

We have continued to hold “Justice days” with corporate members to encourage sign ups by employees.

Recently, we have completed a new membership recruitment and retention strategy that will provide structure for our activities over the next year. We will also be developing a regular giving programme.

Fundraising

In October 2018 we welcomed our new Director of Development, Amanda Miller. She comes with extensive experience in major donor, corporate and individual fundraising and will be supporting the team to grow their revenue streams, increase our corporate support and grow our JUSTICE60 programme with an eye to major donors and our capital appeal project.

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Despite a five-month gap in finding our new Director of Development, we have managed to maintain our fundraising momentum developing our relationships with current donors and building a prospect pool of potential donors.

The JUSTICE60, a special group of supporters pledging to donate £6,000 a year to JUSTICE for three years, remains strong and mostly complete as we await renewals. Some of our JUSTICE60 giving circle have completed their three-year commitment to JUSTICE and most have agreed to continue supporting JUSTICE for another three years. We held two networking events for the JUSTICE60 in 2018, in July we held a Summer of Love themed dinner at the Rebecca Hossack Gallery and in December we held a cocktail party at the Conduit Club. We are extremely grateful to Karyl Nairn QC for arranging these events.

In order to create more opportunity for support, we are offering a separate JUSTICE60 corporate programme for the current 12 corporate JUSTICE60 members. This will then free up 12 spaces to recruit more individual members, allowing us to add new contacts into our JUSTICE60 individual programme. This giving circle has been transformational for JUSTICE and we thank those that are a part of it.

To increase the appeal of our JUSTICE60 membership we launched our first Supper Club in February 2019 with Dominic Grieve QC MP speaking on the very topical subject of 'Brexit'. The event was a big success and we plan to host another one or two this year.

The number of JUSTICE Friends has increased this year. We now have 128 regular donors who donated £240 per year or more and provided us with £34,697 of unrestricted income. We are continuing to focus on increasing our Friends and encouraging our members to also become regular donors.

In October 2018 we hosted a fundraising lunch with Geoffrey Robertson AO QC at Spring Restaurant to discuss his latest book '*Rather His Own Man*'. The event raised funds for JUSTICE and FANZA.

JUSTICE's Development Board, chaired by Karyl Nairn QC continues to focus on securing the £1.2 million needed for the refurbishment of 59 Carter Lane and identifying major donors to support the core funding of JUSTICE. To this end they will host two high net worth introduction dinners, one in June 2019 and one in autumn 2019. The Board will focus on inviting philanthropic contacts of theirs with the capacity and propensity to give at major donor level (£20,000 plus) for either core or capital costs. Current members are Ali Malek QC of 3 Verulam Buildings, Kon Asimacopoulos of Kirkland & Ellis, Mehran Behvandi, consultant to The Bank of New York Mellon, Peter Binning of Corker & Binning and JUSTICE Trustee, Toby Duthie of Forensic Risk Authority, Neville Eisenberg of Bryan Cave Leighton & Paisner and JUSTICE trustee Liz Campbell.

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Trusts and foundations

Over the year, we have received a number of grants from trusts and foundations, both as restricted (as mentioned under the projects heading above) and unrestricted income.

We successfully completed our £100,000 grant from Paul Hamlyn to support our reform of Immigration and Asylum determination process. In order to carry on the implementation of the work we are applying for additional funding from a number of trusts.

A grant of £14,947 from the Dawes Trust – a new funder for JUSTICE – has enabled us to specifically look at diversion and rehabilitation sentences for such offences within our Prosecuting Sexual Offences Working Party.

Fundraising for the Administrative Justice Council has been strengthened by a two year grant from the Ministry of Justice. These will join the grants from Trust for London and the Legal Education Foundation secured last year.

The AB Charitable Trust (£20,000), the Stewarts Foundation (£6,000) and The HSM Charitable Trust (£600) all provided unrestricted income towards our core costs.

The Development team has also focused on increasing the support we receive from Corporates, either in the form of monetary donations or pro bono support for our Working Parties. This year we have received unrestricted donations from the Allen and Overy Foundation, Herbert Smith Freehills LLP and Garden Court Chambers.

Fundraising disclosure

JUSTICE employs a Development Director who manages our Fundraising Officer and Membership Coordinator and takes the lead on our fundraising activities. Our main focus on fundraising is around major donors, corporate support and grants from Trust and Foundations. We host small events throughout the year to attract potential donors. Any fundraising events are organised by our Development team. JUSTICE does not use professional fundraisers or involve commercial participators. There have been no complaints about fundraising activity this year.

Beneficiaries of our services

Direct beneficiaries of JUSTICE's work include practising lawyers, judges, students of law and policy-makers interested in the development and protection of the rule of law and human rights, and the public at large, who benefit from a robust justice system that protects their rights.

Financial review

After the success of our *Securing JUSTICE at 60 Appeal* we have continued to maintain the fundraising momentum and ended the 2018/19 financial year with a surplus of £65,817.

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Although our income has decreased by £55,396 from 2017/18, largely due to a fall in donations and sponsorship income this was expected following the previous year's increase in donations related to the end of our Appeal and a drop in rental income following a tenant free period.

Despite being without a Director of Development for five months during the recruitment process, we have still managed to maintain relationships with our JUSTICE60 giving group, which provided us with unrestricted funding totalling £334,500 and have increased our members and Friends.

We have also been successful with a number of donations from corporate supporters, with Matrix Chambers supporting our work on School Exclusions and Morrison & Foerster (UK) LLP supporting our forthcoming When Things Go Wrong Working Party. We have also received unrestricted donations from Herbert Smith Freehills LLP, Garden Court Chambers and the Allen and Overy Foundation.

We have been less successful with our grant applications, although we received funding from the Persula Foundation for follow up work on our Mental health and Fair Trial Working Party, The Dawes Trust for our Sexual Offences Working Party and unrestricted donations from the AB Charitable Trust and The Stewarts Foundation, a number of applications for new grants were turned down. We recently recruited a Fundraising Intern to assist our Fundraising Officer with identifying new potential funders. As we have not been as successful as we would have liked with grant applications the Board have decided to designate some of the charities funds towards our Working Parties.

Our work on Strengthening 21st Century Access to Justice continues, which is supported by The Legal Education Foundation.

The Administrative Justice Council was successfully set up throughout 2018/19, funded by The Legal Education Foundation, Trust for London and the Ministry of Justice who agreed to provide £20,000 per annum for 2018/19 and 2019/20.

Whilst income decreased during 2018/19, our expenditure increased, this was mainly due to staff increases – we recruited two new Lawyers to work on Civil and Administrative Justice, which increased our staff and office costs for new equipment. Our new members' area also added to the increased office costs. Finally premises costs also increased due to costs associated with letting out our first floor and the work associated with ensuring this was up to standard. Our new tenants, Blind in Business, moved in in December 2018 and signed a ten-year lease.

During 2018/19 we reviewed our financial processes which led to us deregistering for VAT, changing our accounting system to Xero and reformatting our financial reports for our Board, making them more transparent and user friendly.

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JUSTICE holds the freehold property on Carter Lane and some listed investments (Charishare) which are held as part of an expendable endowment fund. During the year in question, the endowment was used to fund depreciation on fixed assets.

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

The Finance Committee reviews our investments at every meeting. We have not needed to draw down on during these and made gains during the year.

Principal risks and uncertainties

JUSTICE operates a formal risk management process through a detailed risk register, where we identify risks, look at the impact, and measure the likelihood and severity of the risk. We identify mitigating factors, ways to manage the risks and identify a responsible person to oversee these.

The Finance Committee and the Board regularly review the risk register and updates as appropriate. We are in the process of reviewing our risk management processes and plan to review this at our Board Away Day in September. The plan is to develop a risk policy which lays out JUSTICE's appetite for risk and then identifies the strategic risks that are the priority of the Board, with Operational and project risks being overseen by the relevant staff members.

As with most charities, the Board considers one of the most significant risk to JUSTICE to be that of insufficiently diverse or sustainable sources of funding. After the success of our Securing JUSTICE at 60 Appeal we now have a diverse funding base with donations from individuals, corporates and trust and foundations, multi-year grants, membership, conferences and rental income. In 2018/19 41% of our income came from regular donors made up of the JUSTICE60 and Friends. We are continually adding to our prospect pool to increase donations and grant applications.

Another significant risk for JUSTICE, is the security of our data and our IT network. Ahead of the General Data Protection Regulations (GDPR) coming into force in May 2018, we formed a GDPR Working Group to carry out a data audit and review our current practices, policies and procedures to ensure that we were compliant. All of our policies and procedures were updated and adopted by the Board at our April 2018 Board meeting. All of our staff undertake GDPR training once per year and we are in the process of obtaining our Cyber Essentials Certification to provide assurance that our IT network is secure. The GDPR Working Group was led by our Board member Sir Michael Tugendhat and was joined by two other Board members Kate Saunders and Christina Liciaga, Gerry Facenna QC a member of JUSTICE, Samantha BurrIDGE our Director of Operations and Josie Williams our Office Administrator.

Reserves policy and going concern

Both the Board and JUSTICE's supporters recognise that the organisation operates in a policy environment that requires a long-term commitment if it is to achieve its mission. Being a research and educational organisation, it is the work undertaken by JUSTICE's staff that forms JUSTICE's charitable activities. Therefore, it is the view of the Board that JUSTICE needs a reserves level that will enable it to continue to attract the highest level of legal expertise and in so doing meet its long-term commitments to its supporters and beneficiaries.

Each year, the Board review the reserves policy, taking into consideration any major risks and the impact these could have on planned income and expenditure. Our current policy is that reserves equivalent to at least six months' running costs (c£450,000 based on our 2019–20 budget) are needed if JUSTICE is to deliver on its commitments, meet the long-term expectations of its supporters and beneficiaries and continue to attract the highest level of legal expertise with which to do so.

At the close of 31 March 2019, JUSTICE had £450,793 (£569,418 2017–18) in general reserves (comprising general unrestricted funds and endowment funds that are not tangible fixed assets), which is in line with the Board's reserves policy. JUSTICE's reserve funds are held in a mix of deposit accounts and fixed interest and equity based common investment funds, with the aim of achieving a combination of income and capital growth.

JUSTICE's Board will continue to review its reserves policy on an annual basis and will keep its investment and treasury management policy under regular review, particularly in the light of reduced deposit interest rates.

Plans for the future

JUSTICE's strategy for 2017–2020 sees us continuing to focus on the justice system – civil, criminal and administrative – and the rights of people within it, membership acquisition and retention and financial sustainability.

Through working parties of our members, we currently have a number of projects taking place. The first **Prosecuting Sex Offences** aims to reduce the impact of both volume and complex historic cases on the justice system as a whole and the people who are affected by it; the second **School exclusions** looks at making the formal exclusions process fairer by ensuring that the review process accords with public law principles, and is easier to understand for parents and children, as well as addressing the lack of procedure for informal exclusions; the third **Housing disputes** makes the case for an alternative way to resolve issues around housing, reflecting the relationships between landlord and tenant and incorporating online processes, where appropriate, and quality initial decision making by local authorities; and the fourth **When things go wrong** aims to address how our inquest and inquiry processes can be made more efficient and transparent, in order to secure timely justice and public confidence.

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The four projects we are currently working on will result in reports on the first three areas from June to November 2019, with the final project expected to complete in the summer of 2020. All will draw on the expertise of our members, supported by professional staff. We plan to have one working party per lawyer running throughout the year, with more working parties launching once these have reported. Potential new projects under development are **youth criminal justice**, addressing the over-representation of BAME children at all stages; **overuse of remand in custody** of defendants by magistrates' courts, and the broader operation of these courts; and **treatment of women** by the justice system, in terms of outdated attitudes and assumptions, and processes which respond poorly to trauma and abuse.

We continue to monitor cases proceeding before the courts with a view to intervention in the Supreme Court in cases significant to JUSTICE's objectives.

We continue to brief politicians across parties on legislation going through Westminster that relates to the justice system, and respond to consultations of government and the judiciary on key justice issues.

The Administrative Justice Council (AJC) plans to focus on the following projects during the coming year.

Stakeholder engagement survey – The aim of the stakeholder engagement survey is to better understand the current and potential capacity of front-line agencies and other advice services to provide online/digital assistance. The survey has been sent out to a wide range of stakeholders including libraries, NHS trusts, local authorities, MPs and the advice sector in England, Wales and Scotland. It closes in June 2019 and a report of the findings will be drafted over the summer.

Polluter pays proposal – a working group has been set up to explore whether a polluter pays mechanism should apply to a first-instance decisions by government departments when their decision is prima facie unlawful or which breaches the tribunal procedural rules. The working group is exploring the possibility of running a pilot in a tribunal where there will be a tick box exercise for judges to determine the percentage of decisions which were made unlawfully.

Ombudsman/tribunals familiarisation – a working group has been set up to explore Ombudsman and tribunals working together better. The aim is to share understand and best practice between the two systems through observation, shadowing, training with the final outcome of signposting between the two jurisdictions and cross-referral of cases. The working group will undertake pilots in three jurisdictions. A workshop with stakeholders will take place in October.

First instance decision-making report – the Advice Sector Panel would like to produce a report on DWP decision-making for the disability sector. They are keen to show an individual's journey through the system (through case studies) and the financial cost to the government. The panel will look for funding opportunities to pursue the proposal.

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The AJC's first annual report and business plan for 2019/2020 will be published in the Autumn.

We are planning a flagship fundraising event *Inspiring Women, Inspiring Careers in Law* led by Lady Hale on 7 June, to celebrate a 100 years of women in the law. This all day conference is being hosted by Allen & Overy so all income from ticket sales will go directly to JUSTICE. We are also planning to hold a free event for our members to celebrate women in the law, later in the year. Our new Membership Recruitment and Retention Plan will be implemented in 2019–20. This plan seeks to increase our membership by 10% through different advertising campaigns on social media, maximizing our relationships with chambers and law firms, increasing our profile with refreshed marketing materials and hosting a minimum of four unique members only events throughout the year.

We will continue to work on increasing the JUSTICE profile, which has already shown great promise in our social media and website visit growth. We end the financial year with 14,648 Twitter followers, 806 on Facebook and 796 on LinkedIn. We plan to increase these to 17,000 Twitter followers, 1,000 on LinkedIn and reach 1,000 followers on Facebook over the coming year.

We will review our regular giving programme and develop a plan to increase and diversify our JUSTICE Friends programme, integrating a more varied monthly giving programme.

We also plan to diversify our Trust and Foundations funding base from tried and tested funders to foundations new to JUSTICE. Our Fundraising Intern will identify new prospects such as law firm foundations and livery companies for us to pursue. We plan to target these funders for core costs, where possible, to help us build a more sustainable funding stream for JUSTICE.

We have our Annual Human Rights Conference planned for October, with the Tom Sargant Annual Lecture in the same month. JUSTICE will co-host fringe events at each of the four major party conferences in September and October. We have a number of small events planned to attract major and corporate donors to support JUSTICE.

Our Stephanie Needleman (Public Lawyer) will go on Maternity leave in October 2019, so we are currently recruiting for maternity cover which we hope will start in September.

Structure, governance and management

Staffing and volunteers

JUSTICE has a small staff team, which has had some changes over the past year. Our Civil Justice Lawyer, Rachel Jones; Legal Researcher, Pounah Ahari and Legal Administrator, Nafisa Ali left with our thanks. We have been joined by Amanda Miller as Director of Development, Sally Hunt as Legal Administrator and Emily Potts as Fundraising Intern. Oda Foldoy our Communion's Coordinator became a full-time member of staff.

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The success of last year's Securing JUSTICE at 60 Appeal has meant that we have been able to increase our staff complement, by employing two additional Lawyers, Alex Walters and Stephanie Needleman. We were also joined by Rich Hodges, Yael Levy Ariel and Natalie O'Connell, as Legal Fellows.

This has increased our permanent staff complement to sixteen, ten full-time and six part-time employees.

A number of interns/fellows have joined JUSTICE over the last year, supporting fundraising and legal work. We are proud to pay all of our interns/fellows the London Living Wage and to be a registered London Living Wage Employer.

The volume of work detailed above would not be possible without all those who volunteered their services to JUSTICE. We would like to extend our thanks to the many eminent lawyers, judges and politicians who have contributed to our reports, our conferences and seminars and helped us to raise the profile of JUSTICE over the last year.

Governance

The organisation is a charitable company limited by guarantee, incorporated on 26 June 1996 and registered as a charity on 10 October 1996.

The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association. In 2015, we amended our memorandum of association and regulations so that members of JUSTICE are members of the Company of JUSTICE, and are able to be elected, directly to the JUSTICE Board.

JUSTICE Council

The JUSTICE Council is an advisory body to the Board and is asked to:

- evaluate JUSTICE's work and provide suggestions for the future direction of JUSTICE's work;
- advise on JUSTICE policy with respect to challenging issues of the day;
- assist JUSTICE staff by providing contacts, for example, for the purposes of advancing policy work, fundraising and profile raising; and
- be part of a network of support for JUSTICE and its staff.

JUSTICE Board

JUSTICE Board Members are elected from individual members of JUSTICE and are Directors of the Charity for the purposes of the Companies Act and the charity trustees as defined by section 177 of the Charities Act, and are referred to as Board members throughout this report.

All Board Members give their time voluntarily and receive no benefits from the charity. One Board Member reclaimed travel expenses of £20.

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The present Board Members and any previous Board Members for this financial year are listed on page 1 of this report.

The JUSTICE Board is responsible for the overall governance of JUSTICE. There must be a minimum of three members and a maximum of fifteen, we currently have fifteen in post. The Board meet at least four times per year, where they consider overall strategy, operational performance and the financial situation.

The Director of JUSTICE, Andrea Coomber works closely with the Board, meeting regularly with the Chair of the Board, Walter Merricks CBE and consulting other Board members as required.

JUSTICE is managed on a daily basis by the Senior Management Team, comprised of Jodie Blackstock, Legal Director, Samantha BurrIDGE, Director of Operations and Amanda Miller, Director of Development and is headed up by the Director, Andrea Coomber. Samantha BurrIDGE meets regularly with the Treasurer, Rachel Sexton, to review and discuss financial reports.

Appointment of Board Members

JUSTICE generally recruits Board members from within our membership. In order to be appointed to the Board, you need to be a JUSTICE member and be nominated by two members of JUSTICE, nominations being made in writing to the Director at least seven days before the Annual General Meeting. Board members have the power to appoint any person at any time to the Board to fill a vacancy, although this person will stand down and be re-elected at the next Annual General Meeting.

The Chair of the Board is nominated by the Board and subject to the approval of the members at the AGM.

At our 2018 Annual General Meeting we amended our Articles of Association to include term limits for Board members as recommended by UK Charity Governance Review 2016. Board members can now only serve for two three year terms and the Chair for one term, of four years. Only one of our Board members has been a Board for over 6 years, Amanda Finlay joined in 2010 and under the new regulations will stand down at our AGM in October 2019.

Board Members induction and training

All new Board Members are inducted by the JUSTICE Director, invited to meet with JUSTICE staff and are provided with an induction pack which includes the Charity Commission guidance on the responsibilities of Trustees, the Charity Governance Code and copies of JUSTICE's Articles of Association, Regulations, latest strategy, annual review, accounts and organisational structure.

All staff and Board members are offered the opportunity to pair up, with the Board member providing mentoring to the staff member. This has proved valuable to both the staff and Board member.

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

Finance Committee

JUSTICE'S Finance Committee is usually made up of JUSTICE Board Members, although membership of the committee is also open to members of JUSTICE. The members in 2018–19 were:

Nicholas Aleksander (Treasurer to 30 October 2018), Rachel Sexton (Treasurer, from 30 October 2018), Walter Merricks CBE (Chair of the JUSTICE Board), Liz Campbell, Manu Duggal and Nick Benson.

The Finance Committee met five times in 2018–19. Meetings were also attended by the JUSTICE Director, Director of Operations and Development Director.

The Finance Committee's role is to:

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

Remuneration policy for key management personnel

JUSTICE is committed to ensuring a proper balance between: (i) paying our staff and others who work for us fairly so that we attract and retain the best people for the job, and (ii) careful management of our charity funds. In so doing, we will ensure the greatest effectiveness in delivering our charitable objectives and meeting the needs of our beneficiaries.

JUSTICE's Finance Committee assumes the responsibilities of a remuneration committee and comprises the Chair (ex-officio) and Treasurer of JUSTICE along with at least two other Board

Trustees' annual report

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Members. Formal consideration of remuneration matters takes place annually, usually at the Finance Committee's February/March meeting during a private session. However, remuneration matters may also be considered at other meetings if ad hoc issues arise during the year. The Director attends Committee meetings but leaves when his/her remuneration is discussed.

The pay of the Director will comprise a single fixed salary point i.e. no banding.

The annual formal considerations of the Finance Committee are to:

- determine and keep under review the salary banding of all staff, using such market comparators as it deems suitable and taking account of the nature of the posts being considered;
- determine and review the remuneration package of the Director;
- determine any annual percentage 'cost of living' change in the payroll;
- determine whether there should be any exceptional consolidated or non-consolidated pay awards or salary increases for any staff;
- review pension arrangements; and
- ensure that contractual terms on termination are fair to the individual and the charity, that good performance is recognised and poor performance is not rewarded.

The Finance Committee does not have fully delegated authority in these matters and any recommendations or decisions must be ratified by the Board prior to implementation.

Statement of responsibilities of Board Members

JUSTICE Board Members (who are also directors of JUSTICE for the purposes of company law and the charity trustees as defined by section 177 of the Charities Act 2011) are responsible for preparing the Trustees' annual report and the financial statements, in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

In so far as the Board are aware:

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

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at March 2018 was 1,504 (2018: 1,260). The Board are members of the charity but this entitles them only to voting rights. The Board have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The Trustees' annual report has been approved by the Board on 9 July 2019 and signed on their behalf by

Rachel Sexton
Board Member and Treasurer

Independent auditor's report

To the members of

JUSTICE

Opinion

We have audited the financial statements of JUSTICE for the year ended 31 March 2019 which comprises the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2019 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- The Boards' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The Board have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Independent auditor's report

To the members of

JUSTICE

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you, if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all of the information and explanations we require for our audit; or
- Board Members were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Independent auditor's report

To the members of

JUSTICE

Responsibilities of Board Members

As explained more fully in the statement of Board Members' responsibilities set out in the trustees' annual report, the Board Members (who are also directors of JUSTICE for the purposes of company law and the charity trustees as defined by section 177 of the Charities Act) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board Members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

Independent auditor's report

To the members of

JUSTICE

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Joanna Pittman (Senior statutory auditor)

23 July 2019

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006

JUSTICE

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

For the year ended 31 March 2019

	Note	Endowment Fund £	Restricted Funds £	Unrestricted Funds £	2019 Total £	Endowment Fund £	Restricted Funds £	Unrestricted Funds £	2018 Total £
Income from:									
Donations and legacies	2	-	-	546,194	546,194	-	12,396	596,684	609,080
Charitable activities									
Research and education	3	-	150,209	65,581	215,790	-	135,221	61,714	196,935
Membership	3	-	-	98,282	98,282	-	-	93,349	93,349
Other trading activities									
Fundraising		-	-	20,705	20,705	-	-	-	-
Sponsorship		-	-	-	-	-	-	20,833	20,833
Rental income		-	-	11,205	11,205	-	-	31,233	31,233
Investments		-	-	8,657	8,657	-	-	4,799	4,799
Total income		-	150,209	750,624	900,833	-	147,617	808,612	956,229
Expenditure on:									
Raising funds		2,966	-	176,041	179,007	3,283	-	140,196	143,479
Charitable activities									
Research and education		8,604	150,016	429,840	588,460	10,918	168,266	329,454	508,638
Membership		1,329	-	69,425	70,754	1,473	-	49,438	50,911
Total expenditure	4a	12,899	150,016	675,306	838,221	15,674	168,266	519,088	703,028
Net (expenditure) / income before net (losses) on investments		(12,899)	193	75,318	62,612	(15,674)	(20,649)	289,524	253,201
Net gains on investments		3,922	-	(717)	3,205	(582)	-	(1,460)	(2,042)
Net income / (expenditure) for the year	5	(8,977)	193	74,601	65,817	(16,256)	(20,649)	288,064	251,159
Transfers between funds		8,920	-	(8,920)	-	(5,834)	-	5,834	-
Net movement in funds		(57)	193	65,681	65,817	(22,090)	(20,649)	293,898	251,159
Reconciliation of funds:									
Total funds brought forward		417,604	31,143	487,415	936,162	439,694	51,792	193,517	685,003
Total funds carried forward		417,547	31,336	553,096	1,001,979	417,604	31,143	487,415	936,162

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 14 to the financial statements.

JUSTICE

Balance sheet

Company no. 3216897

As at 31 March 2019

	Note	2019 £	2018 £
Fixed assets:			
Tangible assets	10	334,850	335,601
Investments	11	278,059	274,854
		<u>612,909</u>	<u>610,455</u>
Current assets:			
Debtors	12	60,290	40,805
Cash at bank and in hand		390,028	334,997
		<u>450,318</u>	<u>375,802</u>
Liabilities:			
Creditors: amounts falling due within one year	13	61,248	50,095
		<u>389,070</u>	<u>325,707</u>
Net current assets		<u>1,001,979</u>	<u>936,162</u>
Total net assets		<u>1,001,979</u>	<u>936,162</u>
The funds of the charity:	15a		
Endowment fund		417,547	417,604
Restricted funds		31,336	31,143
Unrestricted funds			
Designated funds		185,000	0
General funds		368,096	487,415
		<u>553,096</u>	<u>487,415</u>
Total unrestricted funds		<u>553,096</u>	<u>487,415</u>
Total charity funds		<u>1,001,979</u>	<u>936,162</u>

Approved by the trustees on 9 July 2019 and signed on their behalf by

Rachel Sexton
Treasurer

Walter Merricks CBE
Chair of the JUSTICE Board

JUSTICE

Statement of cash flows

For the year ended 31 March 2019

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

	2019 £	2018 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	65,817	251,159
Depreciation charges	12,899	15,674
(Gains)/losses on investments	(3,205)	2,042
Dividends, interest and rent from investments	(8,657)	(4,799)
(Increase)/decrease in debtors	(19,485)	11,836
Increase/(decrease) in creditors	11,153	(41,944)
Net cash provided by / (used in) operating activities	58,522	233,968

	2019 £	£	2018 £	£
Cash flows from operating activities				
Net cash provided by operating activities		58,522		233,968
Cash flows from investing activities:				
Dividends, interest and rents from investments	8,657		4,799	
Purchase of fixed assets	(13,202)		(7,502)	
Loss on disposal of fixed assets	1,054			
Purchase of investments	-		(120,000)	
Net cash provided by investing activities		(3,491)		(122,703)
Change in cash and cash equivalents in the year		55,031		111,265
Cash and cash equivalents at the beginning of the year		334,997		223,732
Cash and cash equivalents at the end of the year		390,028		334,997

Notes to the financial statements

For the year ended 31 March 2019

1 Accounting policies

a) Statutory information

JUSTICE is a charitable company limited by guarantee and is incorporated in United Kingdom.

The registered office address is 59 Carter Lane, London, EC4V 5AQ

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (September 2015/March 2018) and the Companies Act 2006/Charities Act 2011.

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

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

c) Public benefit entity

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

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably. Tax recoverable under the gift aid scheme is recognised when receivable to align with the original donation.

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

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

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

Income received for seminars and other similar events, including income received to sponsor events, is recognised in the statement of financial activities in the period the event takes place.

Subscription income from members is credited to the statement of financial activities when received.

Rental income is credited to the statement of financial activities in the period in which it is related to.

Notes to the financial statements

For the year ended 31 March 2019

1 Accounting policies (continued)

f) Donations of gifts, services and facilities

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

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Endowment funds are amounts raised through an appeal for charitable purposes which may be retained to produce an income for the charity or may be spent on premises, equipment and development at the discretion of the Executive Board.

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

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

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of Research and education and Membership undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

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

Notes to the financial statements

For the year ended 31 March 2019

1 Accounting policies (continued)

j) Allocation of support costs

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

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

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

	2019	2018
● Research and education	58%	60%
● Membership	9%	8%
● Support costs	10%	12%
● Governance costs	3%	2%
● Fundraising	20%	18%

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

● Research and education	69%
● Membership	10%
● Fundraising	21%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

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

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

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

● Furniture, fittings and equipment	– 10% straight line
● Computer equipment	– 25% straight line
● Database	– 20% straight line
● Freehold buildings	– 1% straight line

The useful economic life of the freehold buildings is in excess of 50 years but as the value of the building is not impaired below its carrying amount, no adjustments have been made. The value of land is not known and it is not separately accounted for; instead, the freehold property, including land, is depreciated over 100 years.

l) Listed investments

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

Notes to the financial statements

For the year ended 31 March 2019

1 Accounting policies (continued)

m) Debtors

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

n) Cash at bank and in hand

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

o) Creditors and provisions

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

p) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Notes to the financial statements

For the year ended 31 March 2019

2 Donations and legacies

	Restricted £	Unrestricted £	2019 Total £	Restricted £	Unrestricted £	2018 Total £
General Donations	–	154,491	154,491	12,396	224,464	236,860
Friends	–	34,697	34,697	–	33,917	33,917
JUSTICE60 Donations	–	334,500	334,500	–	314,300	314,300
Legacies	–	–	–	–	20,000	20,000
Donated services	–	22,506	22,506	–	4,003	4,003
	–	546,194	546,194	12,396	596,684	609,080

A number of Law Firms support the work of JUSTICE. This financial year we have recognised donated services from:

- Freshfields Bruckhaus Deringer, which hosted our Annual Human Rights Conference, Council and Board meetings.
- Linklaters LLP, which provided tenancy advice for the rental of our first floor on a ten year lease.
- Dechert LLP, which provided governance advice for the amendment of our governing documents to include term limits for Board members.

3 Income from charitable activities

	Restricted £	Unrestricted £	2019 Total £	Restricted £	Unrestricted £	2018 Total £
Legal Education Foundation:						
21st Century Access to Justice	30,429	–	30,429	30,429	–	30,429
Administrative Justice Council	12,500	–	12,500	3,125	–	3,125
Evan Cornish Foundation	–	–	–	–	7,000	7,000
Trust for London	15,000	–	15,000	7,500	–	7,500
AB Charitable Trust	–	20,000	20,000	–	–	–
Allen and Overy Foundation	–	10,000	10,000	–	10,000	10,000
Persula Foundation	7,500	–	7,500	–	–	–
The Law Society Charity	–	–	–	–	5,000	5,000
The Alexander Mosely Charitable Trust	–	–	–	–	10,000	10,000
Herbert Smith Freehills LLP	–	5,000	5,000	–	–	–
Garden Court Chambers	–	1,000	1,000	–	–	–
Paul Hamlyn Foundation	33,333	–	33,333	66,667	–	66,667
Pagefield Global Counsel	–	–	–	5,000	–	5,000
Kingsley Napley	–	–	–	5,000	–	5,000
Pinsent Masons LLP	–	–	–	5,000	–	5,000
Corker Binning Solicitors	–	–	–	5,000	–	5,000
The Stewarts Foundation	–	6,000	6,000	–	6,000	6,000
Ministry of Justice	27,500	–	27,500	7,500	–	7,500
The Dawes Trust	14,947	–	14,947	–	–	–
The HSM Charitable Trust	–	600	600	–	–	–
Matrix Chambers	3,000	–	3,000	–	–	–
Morrison & Foerster (UK) LLP	6,000	–	6,000	–	–	–
Education:						
Conferences	–	17,860	17,860	–	20,087	20,087
Publications	–	703	703	–	2,039	2,039
Consultancy	–	–	–	–	180	180
Other	–	4,418	4,418	–	1,408	1,408
Sub-total for research and education	150,209	65,581	215,790	135,221	61,714	196,935
Membership	–	98,282	98,282	–	93,349	93,349
Sub-total for membership	–	98,282	98,282	–	93,349	93,349
Total income from charitable activities	150,209	163,863	314,072	135,221	155,063	290,284

JUSTICE

Notes to the financial statements

For the year ended 31 March 2019

4a Analysis of expenditure

	Charitable activities					2019 Total £	2018 Total £
	Cost of raising funds £	Research & education £	Membership £	Governance costs £	Support costs £		
Staff costs (Note 6)	101,774	418,273	45,798	15,266	50,888	631,999	537,308
Premises costs	8,946	25,943	4,026	1,342	4,473	44,730	26,528
Office costs	11,348	56,742	7,029	1,702	5,674	82,495	45,878
Publications/printing/design	-	4,198	3,065	-	-	7,263	4,911
Training, seminars and conferences	-	11,763	-	-	-	11,763	12,709
Fundraising costs	32,369	-	113	-	-	32,482	40,468
Professional fees	-	-	-	14,570	-	14,570	6,350
Depreciation	2,580	7,481	1,161	387	1,290	12,899	15,674
Other costs	-	-	-	-	20	20	10,497
Irrecoverable VAT	-	-	-	-	-	-	2,705
	157,017	524,400	61,192	33,267	62,345	838,221	703,028
Support costs	14,339	41,771	6,235	-	(62,345)	-	-
Governance costs	7,651	22,289	3,327	(33,267)	-	-	-
Total expenditure 2019	179,007	588,460	70,754	-	-	838,221	
Total expenditure 2018	143,479	508,638	50,911	-	-	-	703,028

JUSTICE

Notes to the financial statements

For the year ended 31 March 2019

4b Analysis of expenditure

	Charitable activities					2018 Total £	2017 Total £
	Cost of raising funds £	Research & education £	Membership £	Governance costs £	Support costs £		
Staff costs (Note 6)	70,567	380,492	31,363	7,841	47,045	537,308	468,976
Premises costs	4,775	15,917	2,122	531	3,183	26,528	50,056
Office costs	6,862	25,996	7,683	762	4,575	45,878	37,501
Publications/printing/design	-	4,911	-	-	-	4,911	2,737
Training, seminars and conferences	-	12,709	-	-	-	12,709	10,787
Fundraising costs	40,468	-	-	-	-	40,468	20,166
Professional fees	-	-	-	6,350	-	6,350	9,182
Depreciation	2,822	9,404	1,254	313	1,881	15,674	14,565
Other costs	1,889	6,298	840	210	1,260	10,497	7,462
Irrecoverable VAT	487	1,623	216	54	325	2,705	54,854
	127,870	457,350	43,478	16,061	58,269	703,028	676,286
Support costs	12,236	40,206	5,827	-	(58,269)	-	-
Governance costs	3,373	11,082	1,606	(16,061)	-	-	-
Total expenditure 2018	143,479	508,638	50,911	-	-	703,028	
Total expenditure 2017	152,461	475,228	48,597	-	-	-	676,286

JUSTICE

Notes to the financial statements

For the year ended 31 March 2019

5 Net income / (expenditure) for the year

This is stated after charging / crediting:

	2019 £	2018 £
Depreciation charge for the year	12,899	15,674
Auditor's remuneration (excluding VAT):		
Audit services	6,550	6,350
Other services	-	-
	<u>12,899</u>	<u>15,674</u>

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

Staff costs were as follows:

	2019 £	2018 £
Salaries and wages	526,076	444,584
Social security costs	50,345	42,063
Employer's contribution to defined contribution pension schemes	48,287	28,499
Redundancy and termination costs	-	3,000
Salary Admin (re: childcare vouchers)	93	612
Staff training/practising certificate	5,802	1,264
Volunteer expenses	-	21
Consultancy	998	3,891
Staff recruitment	398	13,374
	<u>631,999</u>	<u>537,308</u>

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2019 No.	2018 No.
£70,000 – £79,999	-	1
£80,000 – £89,999	<u>1</u>	<u>-</u>

The total employee benefits including pension contributions and employer's national insurance of the key management personnel were £274,434 (2018: £270,129).

The charity Board members were not paid nor received any other benefits from employment with the charity in the year (2018: £nil). No Board member received payment for professional or other services supplied to the charity (2018: £nil).

The Board received £20 expenses for payment or reimbursement of travel and subsistence costs in either year.

JUSTICE

Notes to the financial statements

For the year ended 31 March 2019

7 Staff numbers

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

	2019 Employed No.	2019 FTE No.	2018 Employed No.	2018 FTE No.
Raising funds	3.2	2.7	2.3	2.1
Research and education	9.3	7.9	8.0	7.0
Membership	1.5	1.3	1.1	1.0
Support	1.6	1.3	1.7	1.5
Governance	0.4	0.4	0.3	0.3
	<u>16.0</u>	<u>13.6</u>	<u>13.4</u>	<u>11.9</u>

8 Related party transactions

Aggregate donations from related parties were £42,090 (2018: £26,163).

There are no other related party transactions to disclose for either year.

9 Taxation

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

10 Tangible fixed assets

	Freehold property £	Database £	Furniture Fittings & Equipment £	IT Equipment £	Total £
Cost or valuation					
At the start of the year	397,862	25,180	1,000	44,098	468,140
Additions in year	-	-	-	13,202	13,202
Disposals	-	-	-	(2,900)	(2,900)
At the end of the year	<u>397,862</u>	<u>25,180</u>	<u>1,000</u>	<u>54,400</u>	<u>478,442</u>
Depreciation					
At the start of the year	75,597	25,180	1,000	30,762	132,539
Charge for the year	3,979	-	-	8,920	12,899
Disposals	-	-	-	(1,846)	(1,846)
At the end of the year	<u>79,576</u>	<u>25,180</u>	<u>1,000</u>	<u>37,836</u>	<u>143,592</u>
Net book value					
At the end of the year	<u>318,286</u>	<u>-</u>	<u>-</u>	<u>16,564</u>	<u>334,850</u>
At the start of the year	<u>322,265</u>	<u>-</u>	<u>-</u>	<u>13,336</u>	<u>335,601</u>

All of the above assets are used for charitable purposes.

There was a net loss of £1,054 on the disposal of fixed assets in the year.

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Notes to the financial statements

For the year ended 31 March 2019

11 Listed investments

	2019 £	2018 £
Fair value at the start of the year	274,854	156,896
Additions at cost	-	120,000
Net gain / (loss) on change in fair value	3,205	(2,042)
	<u>278,059</u>	<u>274,854</u>
Fair value at the end of the year	<u>278,059</u>	<u>274,854</u>

Investments comprise:

	2019 £	2018 £
UK Common investment funds	278,059	274,855
	<u>278,059</u>	<u>274,855</u>

Investments representing over 5% by value of the portfolio comprise:

	2019 £	2018 £
CCLA COIF Fixed Interest Fund	118,798	119,515
Charishare Common Investment Fund	159,261	155,339
	<u>118,798</u>	<u>119,515</u>
	<u>159,261</u>	<u>155,339</u>

12 Debtors

	2019 £	2018 £
Other debtors	4,072	8,944
Prepayments	12,852	9,821
Accrued income	43,366	22,040
	<u>60,290</u>	<u>40,805</u>

13 Creditors: amounts falling due within one year

	2019 £	2018 £
Trade creditors	735	1,118
Rent received in advance	11,293	-
Taxation and social security	16,642	18,733
Pension contributions payable	4,760	3,690
Accruals	27,818	26,554
	<u>61,248</u>	<u>50,095</u>

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14a Movements in funds (current year)

	At 1 April 2018 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2019 £
Endowment fund	417,604	3,922	(12,899)	8,920	417,547
Restricted funds:					
Mental Health and Fair Trial	-	7,500	(798)	-	6,702
Strengthening 21st Century Access to Justice	3,902	30,429	(34,875)	-	(544)
Capital Campaign	5,000	-	-	-	5,000
Immigration and Asylum	7,346	33,333	(40,679)	-	-
Administrative Justice Council	14,895	55,000	(58,717)	-	11,178
School exclusions Working Party	-	3,000	-	-	3,000
Sexual Offences Working Party	-	14,947	(14,947)	-	-
When things go wrong Working Party	-	6,000	-	-	6,000
Total restricted funds	31,143	150,209	(150,016)	-	31,336
Unrestricted funds:					
Designated fund – Working Parties	-	-	-	185,000	185,000
General funds	487,415	750,624	(676,023)	(193,920)	368,096
Total unrestricted funds	487,415	750,624	(676,023)	(8,920)	553,096
Total funds	936,162	904,755	(838,938)	-	1,001,979

The narrative to explain the purpose of each fund is given at the foot of the note below.

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For the year ended 31 March 2019

14b Movements in funds (prior year)

	At 1 April 2017 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2018 £
Endowment fund	439,694	-	(16,256)	(5,834)	417,604
Restricted funds:					
Administration of Justice	35,600	-	(35,600)	-	-
Advancing the JSN	1,125	-	(1,125)	-	-
Mental Health and Fair Trial	2,289	-	(2,289)	-	-
Memorial funds	2,653	-	(2,653)	-	-
Strengthening 21st Century Access to Justice	5,125	30,429	(31,652)	-	3,902
Capital Campaign	5,000	-	-	-	5,000
Immigration and Asylum	-	71,667	(64,321)	-	7,346
Administrative Justice Council	-	18,125	(3,230)	-	14,895
What is a Trial Working Party	-	12,396	(12,396)	-	-
Working Parties	-	15,000	(15,000)	-	-
Total restricted funds	51,792	147,617	(168,266)	-	31,143
Unrestricted funds:					
Fair value reserve	45,444	-	-	(45,444)	-
General funds	148,073	808,612	(520,548)	51,278	487,415
Total unrestricted funds	193,517	808,612	(520,548)	5,834	487,415
Total funds	685,003	956,229	(705,070)	-	936,162

A transfer has been made from the the fair value reserve to general funds as the fair value reserve is not required to be shown separately. A transfer has been made from endowment funds to general funds to match the value of the endowment fund to the net book value of property and market value of investments held in the fund.

Purposes of endowment funds

Endowment funds are held as part of an expendable endowment fund and is comprised of the freehold property on Carter Lane and some listed investments.

Purposes of restricted funds

Restricted funds represent grants and donations given for specific purposes. Unspent funds at the year end are to be carried forward and spent on that specific project in a future period. The specific purposes are:

Mental Health and Fair Trial

Our 2017 Mental Health and Fair Trial working party report which examined the substantive and procedural problems in identifying and responding to the needs of people with mental health concerns in the criminal trial process and made 52 recommendations on aspects of the criminal justice process. The Persula Foundation are supporting JUSTICE's follow up work on the report by providing funding to ensure that the practical and achievable recommendations from the Working Party are followed-up and implemented as far as possible.

14 Movements in funds (continued)

Strengthening 21st Century Access to Justice

We have just started our final year of a three year project on strengthening 21st Century Access to Justice, which is being supported by The Legal Education Foundation. This project aims to ensure that the necessary changes to our court and tribunals respond to the needs of court users, and that ordinary people are provided with the tools to be able to take advantage of an improved, online justice system. The project involves on-going work with senior judges, law makers and Government officials on the adoption of modified dispute resolution processes by the judiciary and on reconfiguration of the court and tribunal estate centred on flexibility and IT enabled access to court buildings. It has involved the establishment of a Working Party of JUSTICE members focussed on preventing digital exclusion in an online court environment, including how 'Assisted Digital' might be enhanced to ensure that everyone, including the most technologically marginalised, can access justice online. The report from this Working Party was launched on 4 June 2018. We are now following up these recommendations. We are also working on ensuring that legal advice is accessible through the online courts.

JUSTICE Capital Campaign

These are funds raised to support the refurbishment of our offices at 59 Carter Lane.

Immigration and Asylum

The Paul Hamlyn Foundation and Kingsley Napley supported our work on Immigration and Asylum. We launched a Working Party in May 2017 to look at the determination processes in immigration and asylum cases and how these might be reformed in the context of the HM Court & Tribunal (HMCTS) Reform Programme. The Working Party report 'Immigration and Asylum: a Fresh Look' launched in July, reviewed the operation of appeals processes from initial Home Office decision-making through the tribunal and courts system. These recommendations aimed at improving communication between the parties, getting Home Office decision-making right first time, ensuring the move to online processes enhances rather than reduces access to justice, addressing issues of poor quality immigration and asylum advice and representation and increasing compliance with Tribunal rules and directions.

Administrative Justice Council

The Administrative Justice Council (AJC) is the successor body to the Administrative Justice Forum which was closed in April 2017. The Council is the only body with oversight of the whole of the administrative justice system in the UK, advising government, including the devolved governments, and the judiciary on the development of that system. JUSTICE provides the AJC with an independent, non-partisan and dedicated secretariat function. It also acts as a liaison between ministers, civil servants and the AJC. At present the AJC is funded by the Ministry of Justice, The Legal Education Foundation and Trust for London.

School exclusions Working Party

Matrix Chambers is supporting our working party on school exclusions. Being excluded from school has a severe impact on pupils' lives and future opportunities. However, the current process for challenging schools decisions to exclude does not comply with basic public law principles and fails to provide an effective remedy, not least because it is in practice inaccessible to many parents and pupils. The Challenging School Exclusions working party aims to ensure that the process for challenging school exclusions complies with public law principles, involves adequate legal expertise, is efficient, accessible and provides an effective means of holding schools to account for their decisions to exclude pupils.

Sexual Offences Working Party

The Dawes Trust is supporting our work on Sexual Offences. At a time when prosecution practices – and Crown Courts – are challenged by a high number of historic and online sexual offences, the working party is considering how the system might work more effectively and fairly. We are exploring alternatives to prosecution and the use of treatment programmes, as well as investigative and prosecuting mechanisms. We expect the report to be launched in June 2019.

14 Movements in funds (continued)**When Things Go Wrong Working Party**

JUSTICE is studying what we call 'When Things Go Wrong' the way in which the system responds to major disasters. The Grenfell Tower, the Hillsborough tragedy and the ongoing revelations surrounding institutional child sexual abuse demonstrate the significant challenges associated with reaching truth and securing accountability. Inquests, inquiries and other fact-finding bodies serve as society's formal mechanisms for coping with traumatic events – yet victims often speak of abandonment and whitewashing by the very bodies set up to identify the wrongs they have suffered. We would like to look at how there might be more appropriate legal mechanisms to deal with these occurrences in order that the rights of those affected by them are upheld. Morrison & Foerster (UK) LLP are supporting our work on this, which will start later in 2019.

Purposes of designated funds

Designated funds have been set aside by the Trustees to fund staff time spent on our Working Parties.

15a Analysis of net assets between funds (current year)

	Endowment £	Restricted £	Designated £	General unrestricted £	Total funds £
Tangible fixed assets	318,286	–	–	16,564	334,850
Investments	99,261	–	–	178,798	278,059
Net current assets	–	31,336	185,000	172,734	389,070
Net assets at the end of the year	417,547	31,336	185,000	368,096	1,001,979

15b Analysis of net assets between funds (prior year)

	Endowment £	Restricted £	General unrestricted £	Total funds £
Tangible fixed assets	322,265	–	13,336	335,601
Investments	95,339	–	179,515	274,854
Net current assets	–	31,143	294,564	325,707
Net assets at the end of the year	417,604	31,143	487,415	936,162

16 Operating lease commitments payable as a lessee

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

	Equipment 2019 £	2018 £
Less than one year	–	969
Two to five years	–	–
	–	969

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17 Operating lease commitments receivable as a lessor

Amounts receivable under non-cancellable operating leases are as follows for each of the following periods

	Property	
	2019	2018
	£	£
Less than one year	26,018	6,100
One to five years	50,527	-
	<u>76,545</u>	<u>6,100</u>

18 Legal status of the charity

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