

JUSTICE

ANNUAL REPORT

2018 – 2019



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

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

OUR VISION AND MISSION

We work towards achieving our vision in three key ways:

We are a charitable membership organisation, primarily of the legal profession, comprising of judges, barristers, solicitors, legal executives, academics and non-lawyers closely interested in the justice system.

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

OUR MEMBERS ARE CRITICAL TO JUSTICE'S SUCCESS. THEY HELP SHAPE OUR PRIORITIES; THEIR EXPERTISE AND PERSPECTIVE ARE A VALUABLE RESOURCE TO OUR STAFF; AND THEY INCREASE OUR INFLUENCE. WE ALSO NEED OUR MEMBERS' SUPPORT TO MAINTAIN A SUSTAINABLE FUNDING BASE FOR OUR WORK.

1

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

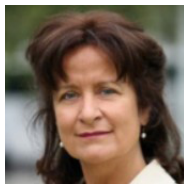
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STRENGTHENING THE LAW AND LEGAL PROCESSES BY REFERENCE TO INTERNATIONAL AND COMPARATIVE BEST PRACTICE, LOOKING ACROSS JURISDICTIONS, ACROSS TYPES OF LAW AND ACROSS THE LEGAL PROFESSION.

3

USING THE EXPERTISE OF OUR MEMBERSHIP TO STRENGTHEN OUR UNDERSTANDING OF THE CHALLENGES ARISING IN THE JUSTICE SYSTEM AND OF POSSIBLE SOLUTIONS, WORKING WITH MEMBERS TO EXECUTE OUR VISION.

FROM THE PRESIDENT



It's my great pleasure to commend this latest JUSTICE Annual Report to you. Another year full of fantastic work by our staff, members and supporters, which reflects the very best of our profession.

In new working party reports, this year JUSTICE tackled two issues close to my professional heart – how lay people experience our court system, and how we can better prosecute sexual offences. *Understanding Courts* challenges the culture in our courts, calling for a more user-centred approach to processes and proposing practical ways of making going to court less intimidating and upsetting for lay people.

Prosecuting Sexual Offences urges a serious discussion of how we deal with a particularly controversial aspect of criminal offending. My hat is off to JUSTICE for not shying away from this difficult policy area and for navigating complicated terrain in making sensible recommendations for reform.

This summer will also see an update to JUSTICE's important 2017 report on *Increasing Judicial Diversity*. With three women now on the UK Supreme Court, it is too easy to become complacent. Though progress has been made, our judiciary continues to be drawn from the overwhelmingly white, male and privileged bastion that is the independent Bar. JUSTICE remains at the forefront of analysing appointments processes

and having difficult conversations with those in a position to make our judiciary more inclusive and diverse.

Finally, I am delighted to report that while we haven't yet managed to double it, our membership has increased significantly over the past year. Huge thanks to those of you who have roped in friends and colleagues to join JUSTICE. If you have not yet harangued your loved ones, please do speak to them about signing up. It's not just about a small charity securing more unrestricted funds, it's about increasing our people power. With more members, we will have more people to contribute to our working parties, to influence those in power and to speak up for the fair administration of justice in this country. And I don't need to tell you how important that is in these troubled times.

On behalf of the members, my huge thanks to Andrea and her amazing team on their hard work of the last year. We applaud you!

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

BARONESS KENNEDY OF THE SHAWS QC
PRESIDENT, JUSTICE COUNCIL

FROM THE DIRECTOR



My huge thanks to President Kennedy (as she is to me!) for her kind words. It certainly has been another busy year for JUSTICE, and not just for our legal team.

Behind the scenes, much of our time is taken up ensuring that JUSTICE the charity and company is ever more sustainable, with the staff, systems and funds in place to underpin the substantive work. I could not be more pleased with how we have fared over the last year. With the backing of our Board, Council and Development Board, chaired by the incredible Karyl Nairn QC, we are in a secure financial position and will be able to modestly grow our legal team in the near future. We have managed to attract fantastic new staff members over the past year, along with the competitive recruitment of a cadre of interns, all of whom are paid the London Living Wage. This has only been possible because we have invested in fundraising, and because so many of our members have introduced us to new people and organisations that might support us, and have been cheerleaders for us. My huge thanks to them all.

A more secure financial footing allows us to plan new work with confidence. We currently have working parties looking at challenging school exclusions, how housing disputes could better be handled and how our justice system would better respond to major disasters. Over the summer we will launch work on the overrepresentation of Black Asian and Minority

Ethnic children in the youth justice system. And there's so much more afoot – inputting to the Reform Programme, following up on previous recommendations, briefing politicians, finding opportunities to intervene, planning future work... there is a lot on.

Obviously, we are a small charity operating in a competitive funding environment and so can't take our ability to do any of this for granted. Also, a priority over the coming year is to fund the renovation of 59 Carter Lane. It's a great building in an amazing location near legal London, but could really do with some love. We need to find £1.5 million for a complete overhaul, which would include a wonderful space for the use of our members. Please do get in touch if you know of anyone of means who might be interested in having a building named after them!

As ever my huge thanks to our staff, members and supporters who make working at JUSTICE such an honour and pleasure. I'm a very lucky woman.

Andrea

ANDREA COOMBER
DIRECTOR

RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

The focus of our work over the past year has been to consider how the justice system needs to modernise – not only through digitisation, which, if done appropriately, can *enhance* access to justice, but in its use of traditional legal processes and language. As cuts across all public services continue, alternative and better ways to resolve legal disputes are necessary, which recognise the circumstances and needs of the people involved.

This year JUSTICE has continued to use the expertise of our members and other experts to form working parties that recommend improvements to the way the justice system operates. 2018 -19 has been another busy year for JUSTICE, with the launch of two working party reports and commencement of four new working parties. We are immensely grateful to all of the working party members who have generously shared their time and insights to these efforts to improve the justice system.

UNDERSTANDING COURTS

In January 2019, JUSTICE published the working party report *Understanding Courts*, chaired by Sir Nicholas Blake and supported by Allen & Overy. 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 effectively participate in the resolution of their legal problems and can access justice.

The working party recognised that a huge amount of work is already underway to help lay users understand the legal system. Examples include the clear and simple guides and tools developed by NGOs, to the training in vulnerable witness handling for judges and advocates. However, these efforts are currently piecemeal and targeted only at certain categories of lay user. A change in approach is required by HMCTS, lawmakers and court professionals to place all lay users at the heart of legal process. As the title, *Understanding Courts*, implies, a two-way process is required: lay users need to understand what is happening in court and courts need to understand the position of lay users, especially the unrepresented and vulnerable, and make adjustments to their practice accordingly.

'I am delighted to receive this report on behalf of the judiciary - and embrace its far-reaching, incisive recommendations.'

President of Tribunals Sir Ernest Ryder

RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

PROSECUTING SEXUAL OFFENCES

Recent years have seen a surge in sexual offence allegations. The uncovering of historic crimes, a rise in reporting, shifting cultural attitudes and the internet have all contributed to a large increase of cases entering the criminal justice system. In turn, this increase has thrown into the spotlight the complexities of prosecuting sexual offences.

The nature and scale of the offences reported has meant that ever-increasing resources are needed to investigate and prosecute. Widely publicised incidents of cases collapsing due to non-disclosure of unused material exemplify the difficulties being caused. The working party considered how sexual offences might be prosecuted more effectively and justly in these difficult circumstances whilst protecting the rights of complainants and vulnerable people.

The report, *Prosecuting Sexual Offences*, recommends an approach that understands what causes sexual offending and seeks to address this through efforts that prevent crime, use alternatives to prosecution and reduce reoffending.

For the many prosecutions that must proceed, strategies are required to cope with mass data, improve treatment of complainants and vulnerable witnesses and facilitate better communication between police, CPS and defence lawyers is needed. Through a holistic

response to sexual offence allegations, the working party considers that the burden these offences place on the criminal justice system will decrease.

Chaired by HH Peter Rook QC, the report was published in June 2019 at Corker Binning LLP in London who kindly supported the working party.

'This working party report is very timely. The increased burden on all parts of the criminal justice system by greater reporting and detection of sexual offences has to be addressed.'

Shelagh McCall QC,
Chair of JUSTICE Scotland



RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

IMPLEMENTATION - MENTAL HEALTH AND FAIR TRIAL

In 2017, JUSTICE published the report of its working party, chaired by Sir David Latham on *Mental Health and Fair Trial*, which expressed concern about the lack of appropriate guidance relating to the prosecution and sentencing of individuals with mental health conditions or disorders. It recommended widespread improvement in the identification and response to vulnerable defendants across the criminal justice system. In particular, we considered that CPS legal guidance be urgently reviewed and updated to reflect current practice as well as the role of Liaison and Diversion services and intermediaries. Following the report, the CPS consulted on amended guidance in response in Spring 2019. JUSTICE submitted a detailed response to this consultation, suggesting the inclusion of more practical guidance on how prosecutors should address defendants with mental health concerns.

In our working party report we further proposed the creation of a sentencing guideline on mental health and vulnerability to help sentencers determine the appropriate outcome for vulnerable defendants. In response to our recommendation, the Sentencing Council published a proposed guideline for sentencing offenders with mental health conditions or disorders, also in Spring 2019, upon which it is consulting.

JUSTICE reconvened the working party to consider both the revised CPS Guidance and the proposed sentencing guideline. We responded to the Sentencing Council in July.

Through our role on the Criminal Procedure Rule Committee we have also been working to increase the use of intermediaries for defendants who need communication assistance and develop easy read forms. Our next areas of focus will be on the police station and training for lawyers and judges.

IMPLEMENTATION - INCREASING JUDICIAL DIVERSITY

In 2017, JUSTICE published the working party report *Increasing Judicial Diversity* which explored the structural barriers faced by women, people from visible ethnic minorities and those from less advantaged socio-economic backgrounds in reaching the senior judiciary of England and Wales. The report made recommendations aimed at encouraging these groups to embark upon a judicial career and give them a fair chance of appointment to the bench.

Two years later, we have re-established the working party and are working on a follow-up report that examines the changes to diversity of the senior judiciary since our 2017 report. The report will also review the extent to which the 2017 report's recommendations have been implemented and will be making a number of new recommendations in light of our findings.

RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

In addition to examining official data on diversity published by the judiciary and the professions, we have carried out our own independent data collection and analyses of appointments to the Circuit bench and higher courts since 2017. Aiming to provide a comprehensive, multi-layered examination of judicial diversity, we have broadened the range of characteristics we are examining to include disability and sexual orientation, and have looked more closely at social and professional background.

For the same reason this report will also include intersectionality analysis (i.e. the cross-sectioning between various diversity characteristics). We met with a large range of stakeholders as part of our evidence gathering, and will publish the report in September 2019.

'It is rare for legal reformers to be both radical and influential – but JUSTICE has been pulling it off for more than 60 years.'

Lord Anderson of Ipswich KBE QC

WORKING PARTIES IN PROGRESS

Four other JUSTICE working parties have started work this year:

- **Challenging School Exclusions**, chaired by Professor Richard de Friend and supported by Sidley Austin LLP, will provide an in-depth analysis and holistic assessment of the process for reviewing decisions to exclude pupils. A well-functioning review process is essential given the devastating impact that being excluded can have on pupils' lives and the entitlement of every child, regardless of their background, to a proper education. The working party is examining the issue through the lens of procedural fairness and access to justice and considering parts of the process that have not previously been looked at in any great depth. It will make recommendations aimed at ensuring that the process for challenging school exclusions is accessible, fair and effective.
- **Solving housing disputes** is looking at reforming how housing cases are resolved across the county courts and tribunals. Its starting point is that adjudicative, adversarial dispute resolution may not be the most appropriate method to resolve housing disputes. This is demonstrated by factors such as an absence of legal aid, a rise in homelessness and the need to maintain relationships between landlord and tenant beyond the dispute. Chaired by Andrew Arden QC, the working party is looking at

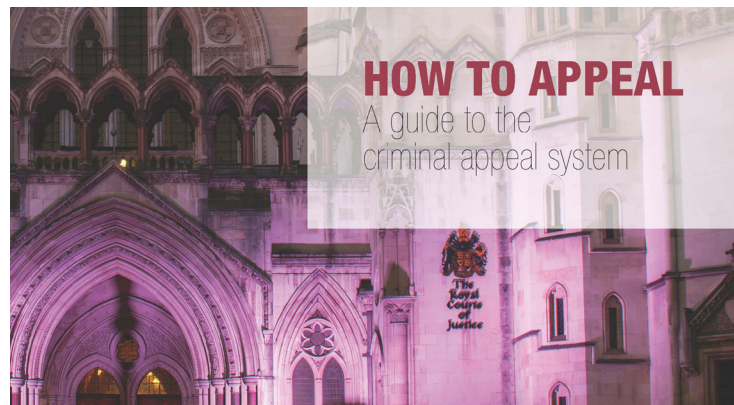
RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

how digitisation, alternative dispute resolution and investigative methods might usefully be developed and deployed within the housing dispute landscape.

- **When Things Go Wrong**, chaired by Sir Robert Owen, 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. In the wake of a major catastrophe, multiple elements of the justice system are engaged, with inquests and inquiries running in parallel with criminal and civil litigation to try to establish what happened. Concurrent processes across the different jurisdictions lead to duplication and delay: from the perspective of those caught up in the aftermath of the disaster, the process can be agonisingly lengthy and potentially re-traumatising.
- **Disproportionality in youth justice** will examine the causes of overrepresentation of Black, Asian and Minority Ethnic children and young people in criminal cases. It will make practical recommendations with a view to reducing racial overrepresentation and the improvement of the procedures of the youth justice system more broadly to ensure it is focussed on the needs and welfare of the child.

OTHER JUSTICE PROJECTS

In October 2018 we updated our guide for prisoners and those who advise them, *How to Appeal*. Since 2011 there have been a few significant changes, most notably the introduction of video link hearings and as of 1 October 2018, new forms that should be lodged directly with the Criminal Appeal Office. As such, with the assistance of solicitors at criminal law firm Howard and Byrne, and support in managing, designing and producing the work from King and Spalding LLP, we renewed the guide for 2018. We have reviewed the language to make this as clear and simple as possible for convicted people, ensured the procedural information is correct and given the design a more accessible format.



ADMINISTRATIVE JUSTICE COUNCIL

ADMINISTRATIVE JUSTICE COUNCIL (AJC)



JUSTICE, with the support of the Ministry of Justice, has over the last year successfully set up the Administrative Justice Council (AJC), chaired by the Senior President of Tribunals, Sir Ernest Ryder. With a highly collaborative approach, the AJC works to 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 established the Council and its Steering group, we have since formed three groups as engine rooms for the Council; the Academic Panel, the Pro Bono Panel and the Advice Sector Panel. These panels have identified three initial areas of focus: modernisation of tribunals, Ombudsman reform and first instance government decision-making.

Under these three key themes, the panels have worked on a number of projects throughout the year. The Pro Bono Panel has worked on two specific projects - a stakeholder engagement survey and a polluter pays proposal. The aim of the stakeholder engagement survey was to better understand the current and potential capacity of front-line agencies and other advice services to provide online/digital assistance. The survey was sent to a wide range of stakeholders and the deadline for responses closed in late June 2019. The results will be analysed and a report of the findings will be published by the end of the summer. For the polluter pays mechanism, a working group was set up to discuss the possibility of implementing the proposal with an initial pilot in a tribunal. The aim of the proposal is to incentivise better quality government decision-making by shifting the cost of the hearing from HMCTS to the offending department when the decision was deemed to be unlawful or in breach of material procedural rules.

The AJC has also focussed on bringing together parts of the administrative justice system including the introduction of a scheme to bring together ombudsman and tribunals. The aim is for the two jurisdictions to have a better understanding of each other through observation, shadowing and training with the final outcome of signposting between the two and cross-referral of cases. A working group was set up and held their first meeting in June 2019. They will set up three pilots in different jurisdictions over the coming year.

JUSTICE IN PARLIAMENT

The first pilot between the SEND tribunal and Local Government and Social Care Ombudsman is already underway.

The Academic Panel has organised a series of workshops over the year including administrative decision-making and procedures; modernisation of tribunals; ombudsman reform; academic/practitioner pop-up events; and mapping administrative justice in Wales. The workshops brought together a range of stakeholders to discuss administrative justice issues, form collaborations and share best practice.

A website was created in February 2019 which acts as a channel to share the work being undertaken by the AJC, its panels and working groups. The website can be found at www.ajc-justice.co.uk. The first annual report of the AJC will be published in the Autumn.

'In fact, a lawyer's obligation should be to contribute time and money to their local professional body or to a group like JUSTICE with the one overriding objective: to improve the delivery of justice for the common good.'

Chair of the JUSTICE Board, Walter Merricks CBE

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

In September and October 2018, JUSTICE held Fringe Events at the Conservative, Labour, Liberal Democrats and Scottish National Party Conferences. The events considered how to make improvements to the justice system, court reforms, rights and the rule of law, the future of legal aid and changes to police investigations in Scotland.

BRIEFINGS

Over the year, JUSTICE briefed Parliament on the Counter-Terrorism and Border Security Bill, the Immigration and Social Security Co-ordination (EU Withdrawal) Bill and the Courts and Tribunals (Online Procedure) Bill.

Our briefing on the Counter-Terrorism Bill raised concerns regarding the new border stop regime, aimed at preventing broadly defined "hostile activity" directed by a foreign state. The regime enables officers to detain individuals for up to six hours, access sensitive information on their devices, and demand provision of biometric material such as fingerprint data and DNA samples: we argued

JUSTICE IN PARLIAMENT

that the introduction of these intrusive powers without a suspicion threshold was wholly disproportionate.

Although the legislation and the new stop powers have been introduced, Government did tighten the definition of “hostile act” during the course of Parliamentary debates, so that acts which threaten the UK’s “economic well-being” must now do so in a way that is relevant to national security in order to fall under the purview of the stop power. Further, a particularly worrying provision in the original Bill, stipulating that a detained traveller could consult with a lawyer “within sight and hearing” of an officer, was dropped following sustained criticism from JUSTICE and other organisations.

JUSTICE produced a written briefing and gave oral evidence at the Immigration and Social Security Co-ordination (EU Withdrawal) Bill Committee. Our concern is that the Bill removes the right to free movement for EEA nationals to the UK, without ensuring that affected individuals will be granted adequate protections of their accrued rights. It also provides the Government with extraordinarily broad powers to legislate by way of secondary legislation.

Our briefing on the Courts and Tribunals (Online Procedure) Bill noted our broad support for the proposed legislation. We were particularly encouraged that under the new Bill, the power to make Online Procedure Rules is to be exercised with a view to supporting accessibility, simplicity, efficiency in the resolution of disputes,

as well as the use of innovative methods of resolving disputes. Our briefing proposed moderate changes to the Bill, aimed at: ensuring that the new Online Procedure Rules Committee includes membership of all judicial staff applying the relevant rules, and placing greater emphasis on access to justice more generally.

Following our briefing, the Government proposed amendments for Report Stage in the House of Lords addressing our concerns relating to technical support for people accessing online justice procedures and for retaining paper applications.

CONSULTATION RESPONSES AND INQUIRIES

During the year, JUSTICE responded to consultations on Establishing an Independent Public Advocate for bereaved families after a public disaster, amendments to Part 39 of the Civil Procedure Rules; court closures and digital exclusion to the Justice Commission in Wales; Employment Law Hearing Structures; Considering the Case for a Housing Court; the access to justice implications of Her Majesty’s Courts and Tribunals’ Reform Programme; guidance for prosecutors on Mental Health Conditions and Disorders; and a new Sentencing Guideline on Offenders with Mental Health Conditions or Disorders. Our responses drew on the research and findings of our working party projects. The details of our consultation responses can be found on our website.

JUSTICE: BEYOND LAWYERS AND BEYOND LONDON

JUSTICE IN THE COURTS

We received judgment by the UK Supreme Court in the case of *R (on the application of Nealon and Hallam) v Sec State for Justice* in January 2019. The case considered whether the presumption of innocence is violated by the compensation scheme for people who have been wrongfully convicted of criminal offences. By a 5-2 majority the Justices concluded that the presumption of innocence is not affected by the test that the Secretary of State applies when deciding whether a wrongfully convicted person is entitled to compensation.

The majority of the Justices disagreed with the reasoning of the European Court of Human Rights jurisprudence as to when the presumption of innocence is engaged in legal claims following a conviction. They found that the reasoning of the Strasbourg Court was unclear. This is a disappointing decision, which, Lord Reed and Lord Kerr dissenting, we considered ignores the realities of how a person is acquitted and how the compensation test operates in practice.

The complexity of the judgment highlights that this area of law needs urgent and serious overhaul by Parliament to ensure that where miscarriage of justice occurs, there is appropriate reparation. The appellants have applied to the European Court of Human Rights for further consideration of the UK's compensation regime.

JUSTICE SCOTLAND

Our work on Scottish matters continues to be pursued by our members in Scotland. JUSTICE Scotland has been involved in the work of our latest working party report *Prosecuting Sexual Offences* which included a distinct Scottish group. The group was chaired by Sheriff Nigel Morrison QC, and included representatives from the Faculty of Advocates, the Law Society of Scotland, the Crown Office and Procurator Fiscal Service, Police Scotland and academics. The report calls for more sexual assault referral centres to be created in Scotland, and for much greater use of intermediaries to help witnesses and accused to provide their best evidence.

On 10 December 2018 the JUSTICE Scotland Annual Human Rights Day Lecture took place at the beautiful Signet Library in Edinburgh. Chaired by Lord Hodge, Justice of the UK Supreme Court, this year's lecture was delivered by Professor Conor Gearty. The lecture was titled 'Does Populism mean the end of human rights?' The lecture was kindly hosted by Pinsent Masons.

Join our other **15,000+** followers on Twitter @JUSTICEhq or like our Facebook page (@hqJUSTICE) for another way to keep up to date with our work.

BRINGING PEOPLE TOGETHER FOR JUSTICE

JUSTICE brings people together in support of a stronger, fairer and more inclusive justice system. We arrange events for people who are passionate about JUSTICE's mission and values to create opportunities to share ideas, learn from each other and propose suggestions to work towards the goal of reforming the system for the better.



Our Annual Human Rights Law Conference was once again kindly hosted by Freshfields Bruckhaus Deringer LLP in October 2018. This year, Lord Carnwath of Notting Hill and the Rt Hon David Lammy MP joined us as our keynote speakers, together with a great line up of practitioners. We hosted discussions on a number of topics including access to justice, climate change, national security, Brexit and modern day slavery.

WELL OVER **200,000** INDIVIDUALS VIEWED
THE JUSTICE WEBSITE LAST YEAR.



On 25 October JUSTICE held a fundraising lunch in conjunction with New Zealand Arts at Spring Restaurant in London. Michelin-starred Australian chef, Skye Gyngell, created a lovely three-course lunch menu especially for the occasion. Our guest speaker was Geoffrey Robertson AO QC who shared highlights from his various careers in TV, law and literature featured in his autobiography 'Rather His Own Man'.

BRINGING PEOPLE TOGETHER FOR JUSTICE

The Annual Tom Sargant Memorial Lecture was this year delivered by Sir Christopher Greenwood GBE CMG QC, a former judge at the International Court of Justice. Sir Christopher's lecture was on the topic of 'International Law and Justice' and he gave a spirited defence of international law's achievements and impact, in cases that involve human rights both explicitly and implicitly.



In November, JUSTICE and the South African High Commission arranged a special event with Lord Neuberger, Albie Sachs (former Justice of the Constitutional Court of South Africa), and Sir Nick Stadlen, with an introduction by High Commissioner Ms Nomatamba Tambo. The speakers considered strengths and weaknesses of the South African and UK constitutions in dealing

with politically controversial cases at a time when the interplay between judges and politics is increasingly taking centre stage. Freshfields Bruckhaus Deringer LLP kindly hosted the event.

In April JUSTICE invited our members to an evening of art and conversation with Patrick Maguire at White & Case LLP. Patrick is a self-taught artist working in charcoal, pastels, ink and pencil. His work reflects his struggles in coming to terms with his wrongful imprisonment as a child member of the Maguire Seven, who were wrongly convicted in connection with the IRA bombing of a Guildford pub in 1974. Patrick shared his powerful and accomplished works of art with us and discussed the stories behind his drawings.



BRINGING PEOPLE TOGETHER FOR JUSTICE



JUSTICE arranged another members-only event in May, with Professor Richard Abel, Michael J. Connell Distinguished Professor of Law Emeritus at UCLA, to discuss his recent book *Law's Wars: The Fate of the Rule of Law in the US 'War on Terror'*. Chaired by Sir Geoffrey Bindman QC (Hon), we were also joined by Felicity Gerry QC who responded to Richard's observations in light of the UK and Australian experiences. Sidley Austin LLP kindly hosted the event.

Read more about our upcoming and past JUSTICE events on our website at www.justice.org.uk

To celebrate 100 years of women working in the legal profession in the UK, we held a very special fundraising event on 7 June at the offices of Allen & Overy titled 'Inspiring Women, Inspiring Careers in Law'. The event featured a panel of eleven exceptional women who joined Lady Hale in sharing their stories of lives in the law. Our huge thanks to our speakers who were all so open and honest about their experiences- the good, the bad and the ridiculous. We are enormously grateful to Allen & Overy for hosting this special event.



SECURING JUSTICE AFTER 60

After the success of our Securing JUSTICE at 60 Appeal we turned our attention this year to maintaining the fundraising momentum, by consolidating and deepening relationships with current donors and developing new and strategic partnerships.

Our JUSTICE60 giving group continues to generously support our work and we are extremely grateful to those who have agreed to continue supporting JUSTICE for another three years. In order to create more opportunity for support we are now offering a separate JUSTICE60 corporate programme for corporate members to ensure they receive the best possible experience and create more opportunities for this transformational giving-circle to grow.

During the year our JUSTICE Friends increased to 126, we are continuing to focus on increasing our Friends and encouraging our members to also become regular donors.

We have diversified our trusts and foundations partnerships by applying to a number of new trusts, many of which place an importance on unrestricted funding which will allow JUSTICE to grow more sustainably.

We also welcomed our new Director of Development, Amanda Miller in October 2018. She has been working with JUSTICE's Development Board to host various productive meetings to identify and grow our major donor programme with a particular focus on the £1.5million

refurbishment of 59 Carter Lane. To this end, a dinner took place in June 2019 with prospective donors and we will host another in the autumn of this year.

Beyond those who have donated money, we are also incredibly grateful to our supporters in the senior judiciary who have, with incredible eloquence and heart, spoken about the importance of the justice system and JUSTICE's role in shaping it, at numerous dinners and gatherings of potential donors over the last year.



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

ORGANISATION

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

MEMBERSHIP

Members are key to JUSTICE and our work. Having a diverse membership that spans professions, backgrounds, age and political affiliations allows us to draw on a wide range of views and perspectives that can inform our work. The one thing our members have in common is a commitment to a fair, accessible and efficient justice system. Our current membership stands at 1,722 members, which is an increase of over 24% from this time last year.

Strengthening and growing our membership is a key goal at JUSTICE. Not just in terms of numbers but also with regards to diversity of membership. With this in mind, this year saw the launch of a membership recruitment and retention plan. Whilst aiming to grow our membership, we will also ensure we retain those who have already joined. This led to the launch of our online members' area that makes renewing membership and booking onto events even easier.

Time and time again we are told by new members that they heard about JUSTICE from a friend or colleague, proving that current members are our best recruitment tool.

AGM

The 2018 Annual General Meeting took place at Norton Rose Fulbright LLP in London on Tuesday 30th October. Members appointed new representatives to its Council and elected new Board members. This year we also asked members to pass a special resolution to amend our Articles of Association to include term limits for Board members as recommended by the UK Charity Governance Review 2016. Board members can now only serve for two terms of three years and the Chair for one term of four years only.

Retirees from Council

Diane Burleigh OBE, Natalie Ceeney CBE, Alex Chalk MP, Judith Farbey QC, Professor David Howarth, Professor Rosemary Hunter FAcSS, Nathalie Lieven QC, Guy Mansfield QC and Geoffrey Robertson QC.

Retirees from Board

Nicholas Aleksander (Treasurer), Professor Richard de Friend, Dr Hannah Quirk and Roger Burlingame.

JUSTICE thanks them all for their contribution to the governance and stewardship of the organisation. Our particular thanks to Nicholas Aleksander, who had served as Treasurer since 2009.

FINANCE

FINANCE

Our focus on building a sustainable organisation through our *Securing JUSTICE at 60* Appeal has been hugely successful and we ended the 2018/19 financial year with a surplus of £65,817 on a turnover of just under £1 million, with reserves equivalent to six months running costs.

By focusing on diversifying our income streams we have been able to completely transform JUSTICE over the past six years, increasing our staff numbers to sixteen, up from seven in 2014, with a commensurate increase in the output of work. This increasing production of high quality briefings and reports has demonstrated to donors and funders that their grants and donations will be put to worthwhile use in furthering our aims.

In this period we have more than doubled our income allowing us to produce a regular surplus, no longer operating in a deficit. This has provided us with the security to focus on sustainably growing the important work of JUSTICE.

This success would not have been possible without the support of our donors, members, corporate supporters and the trusts and foundations that have funded our work.

Over the past financial year our *JUSTICE60* has provided us with unrestricted funding totalling £334,500 and we have increased our numbers of members and Friends. We have strengthened our relationships with our corporate partners that support our working parties through pro bono and financial support, as well as providing unrestricted donations.

In addition to the trusts and foundations supporting specific areas of our work, noted above, we have benefited from unrestricted donations from the AB Charitable Trust and The Stewarts Foundation.

The downside of our success is that we have not been as successful as we would have liked with certain grant applications over the 2018/19 financial year, with some trusts and foundations who have supported us in the past thinking our financial health means we are no longer in need. Responding to this we recruited a Fundraising Intern to assist our Fundraising Officer with identifying potential new funders, so that we can continue to sustain our work at this level and recruit more legal staff to deliver the work streams. This is already proving to be effective with unrestricted grants received from a number of trusts that are new to JUSTICE over the past few months.

For full details on our finances please refer to our Report and financial statements for the year ended 31 March 2019.

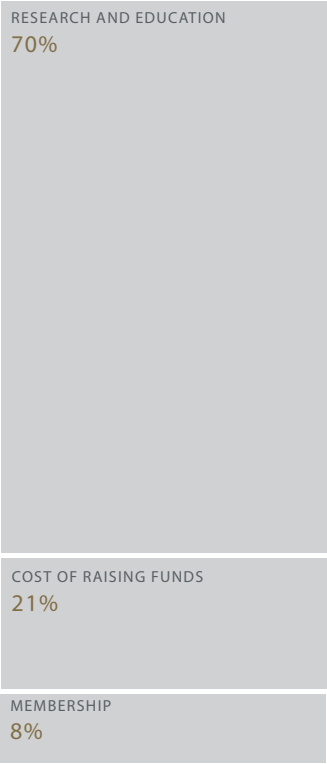
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JUSTICE’S INCOMING
RESOURCES IN 2018/19
TOTAL £900,833



JUSTICE’S RESOURCES
EXPENDED IN 2018/19
TOTAL £838,221



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ORGANISATION, OUR MEMBERS
ARE AMONG OUR GREATEST
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JUSTICE is the UK section of the International Commission of Jurists (ICJ) – a global body dedicated to the primacy, coherence and implementation of international law and principles that advance human rights. We work with colleagues from across the world on areas of common interest and concern.

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 sub groups, and the people who
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