

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

# JUSTICE

Report and financial statements  
For the year ended 31 March 2020

# JUSTICE

## Contents

### For the year ended 31 March 2020

---

Reference and administrative information .....	1
Trustees' annual report .....	3
Independent auditor's report .....	37
Statement of financial activities (incorporating an income and expenditure account).....	41
Balance sheet .....	42
Statement of cash flows .....	43
Notes to the financial statements.....	44

# JUSTICE

## Reference and administrative information

For the year ended 31 March 2020

---

<b>Company Number</b>	3216897 registered in the United Kingdom	
<b>Charity Number</b>	1058580 registered in England and Wales	
<b>Scottish Charity Number</b>	SC43518 registered in Scotland	
<b>Registered office and operational address</b>	59 Carter Lane London EC4V 5AQ	
<b>Board members</b>	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
	Rachel Sexton	
	Peter Binning	
	Liz Campbell	
	Alexandra Carr	
	Patrick Corr	
	Dr. Naomi Creutzfeldt	
	Deba Das	
	Amanda Finlay CBE	(until 29 October 2019)
	N. Lynn Hiestand	
	Theodore Huckle QC	
	Christina Liciaga	
	Jennifer MacLeod	
	Kate Saunders	
	Alison Saunders CB	(from 29 October 2019)
	Sir Michael Tugendhat	
<b>Key management personnel</b>	Andrea Coomber	Director
	Jodie Blackstock	Legal Director
	Samantha Burrridge	Director of Operations
	Amanda Miller	Director of Development

# JUSTICE

## Reference and administrative information

For the year ended 31 March 2020

---

### 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

## An introduction from our Chair of the JUSTICE Board, Walter Merricks, CBE

Welcome to JUSTICE's Trustees' Annual Report and Financial statements. I hope this provides you with an overview of our achievements and the challenges we have faced across the past year.

In the last year we have produced four working party reports; *Prosecuting Sexual Offences*; *Challenging School Exclusions*; *Increasing Judicial Diversity: an Update*; and *Solving Housing Disputes*. These working parties have engaged our membership and the wider legal community to identify issues and solutions and have led to recommendations which we are working to implement.

We have held a number of interesting events including our Annual Human Rights and Student Conferences, plus a new fundraising event *Inspiring Women, Inspiring Careers in Law* which was so successful we plan to hold it again next year.

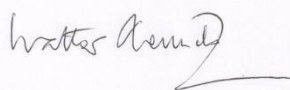
As 2020 sees us come to end of our four-year strategy, it is a good opportunity for us to reflect on our successes over recent years, which has seen our membership numbers grow, with increased membership engagement and our income increase which has enabled us to maintain satisfactory reserves and provides greater security for our future.

That said, the past year has not been without challenges. Like many charities funding is always the focus and as our staff complement grows in order to keep up with the demand for our work, the pressure to increase income intensifies. The Covid-19 public health crisis brings with it new unexpected challenges, increasing JUSTICE's workload and raising questions about our current and planned funding sources. Whilst I am confident that JUSTICE will be able to weather the storm and has the financial reserves to see us through this period of uncertainty, it is not a time to rest on our laurels. We are a nimble organisation and have plans to generate new sources of income, save money wherever we can and strengthen existing sources of funding.

I hope you enjoy reading this report. There is much to be excited about for the year ahead, which you will hear about from our Director, Andrea Coomber at page 28 of this report. I will be standing down as Chair in October 2020, when my term comes to an end. It has been a honour to lead the Board during this period of growing impact and influence, and I am certain that my successor will ensure the good work continues.

I am so grateful to all who work on behalf of JUSTICE and to you, our supporters.

Thank you.



# JUSTICE

## Trustees' annual report

### For the year ended 31 March 2020

---

The JUSTICE Board present their report and the audited financial statements for the year ended 31 March 2020.

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

# JUSTICE

## Trustees' annual report

### For the year ended 31 March 2020

---

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

# JUSTICE

## Trustees' annual report

### For the year ended 31 March 2020

---

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 thirteen 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. During the public health emergency, these events have moved seamlessly online.

## 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 Director of Development, Amanda Miller has been working with JUSTICE's Development Board to identify potential funding for core costs and to grow the membership of our JUSTICE60 giving group through their philanthropic contacts, 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 2019–20 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. During the year we produced five briefings on legislation and seven consultation responses. These cover a broad range of access to justice issues. Of particular importance was our response to the Crown Prosecution Service (CPS) consultation on its guidance on Mental Health Conditions and Disorders, which was substantially updated in light of our response. We have also met with the CPS to discuss aspects of our recommendations not included in the guidance, which are being considered. The Courts and Tribunals (Online Procedure) Bill 2017–19 aimed to establish an Online Procedure Rule Committee, able to make Online Procedure Rules in relation to civil, tribunal and family proceedings. We submitted a briefing to the House of Lords Committee Stage that was broadly supportive of the draft legislation. However, we noted that the Government's commitment to retaining paper-based channels for initiating claims was not articulated on the face of the Bill. Further, we suggested that the overriding principles should be expanded to encourage access to legal and technical assistance. Both of these concerns were addressed in new clauses following the submission of our briefing and follow-up meeting with the Bill team. We await the Bill coming back before Parliament for its final stage. 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 (Monica) v Director of Public Prosecutions*. The issue concerns the Supreme Court's lack of jurisdiction to hear the appeal and therefore the lack of appeal right in this kind of case. Our intervention highlights the unequal access of victims of crime seeking to appeal judicial review proceedings compared to complainants in civil disputes, or defendants in criminal proceedings. The application has not yet been considered by the Supreme Court.

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](mailto:admin@justice.org.uk).

## Reforming the system – our reports

Over the past year, we have produced four reports, which have engaged our membership and the wider legal community. These reports were produced through working parties of our membership and invited experts, meeting in committees 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. Prosecuting Sexual Offences*

#### Context and findings

In June 2019 we published *Prosecuting Sexual Offences*. The Working Party was chaired by HH Peter Rook QC and considered how sexual offences might be prosecuted more effectively and justly given that the nature and scale of reported offences has meant that ever-increasing resources are needed to investigate and prosecute. It also focussed on how to protect the rights of complainants and vulnerable people.

#### Recommendations

The report proposed 57 recommendations across investigations, prosecution and sentencing, under the following themes:

- internet companies should report to Companies House what they are doing to stop sexual offences taking place on their platforms;
- a pre-charge scheme should be piloted for individuals who have viewed indecent images of children and do not have a relevant criminal record, focussing on improving life skills;
- police video-recorded interviews should be tailored to the needs of vulnerable witnesses in terms of location, questioning and structure, to improve the quality of their evidence;

## Trustees' annual report

For the year ended 31 March 2020

---

- there should be a dedicated hearing to assess the needs of complainants giving evidence and pre-recorded evidence should be available for all sexual offence cases;
- the Judicial College and the Inns of Court College of Advocacy should consider joint training to achieve the appropriate treatment of vulnerable witnesses and their best quality evidence;
- In Scotland, more vulnerable witness-friendly suites should be constructed in different areas of the country, to reduce journey times and increase capacity.

### Implementation

Since publication, we have been in contact with the Crown Prosecution Service, which is considering our recommendations. We have also had positive discussions with SaferLives, an organisation that works with individuals who have viewed indecent images of children online. They have agreed to work with us to progress our Conditional Diversion Scheme recommendation and are in the process of identifying police forces that may be willing to pilot it. SaferLives is staffed with the expertise required to run the diversion scheme, which means that implementing it, once consent is gained from a police force, should not be complicated.

Corker Binning provided pro bono support for this work. Staff time on this Working Party was funded from JUSTICE's designated funds.

## *2. Challenging School Exclusions*

### Context and findings

This report, chaired by Professor Richard de Friend, completed in November 2019. It examines the processes used to make and review a decision to exclude permanently a pupil in England and identifies serious weaknesses within the current system. The Working Party considers that the current system needs wholesale reform, to enable an independent and collaborative approach at the first stage of the exclusion process and legally sound review at the second. The recommendations aim to achieve a fairer system; one that would see fewer unlawful permanent exclusion decisions made and more effective challenge of those that are.

### Recommendations

Our 29 recommendations included:

- Prior to exclusion: More robust processes in schools, including mandatory training on the law governing exclusion powers for all teachers in leadership positions; more consistent consideration of unmet needs, particularly special educational and health needs; and better communication between school, pupil and parents/carers to listen to the family's side.
- Introducing a new specialist "Independent Reviewer" to conduct an investigative review into individual exclusion decisions, replacing the first stage review currently conducted by the governing board of the school, which the Working Party concluded is ineffective and lacking independence.
- Transforming the inadequate second stage of review, currently before Independent Review Panels (IRPs). The Working Party proposes the IRPs be replaced by a new First-tier Tribunal

## Trustees' annual report

For the year ended 31 March 2020

---

(Education), which would have powers the IRPs do not, including remaking the decision afresh, directing mandatory reinstatement, wiping a child's record of the exclusion and requiring the pupil to be allowed to sit an exam.

- Improving the design, content and availability of guidance on the exclusion review process to make it coherent and accessible to parents/carers and pupils; signposting to, and improving the availability of, independent legal advisors and support services.
- Enhancing awareness by professionals of how to effectively communicate with parents/carers and pupils and include them in the process, particularly in relation to making reasonable adjustments for those with additional needs or vulnerabilities.
- Taking a child-centred approach by seeking their views at all stages of the review process.

### Implementation

Since the launch we have formed new connections in the education sector, such as with the Anti-Bullying Alliance, Kidscape, MIND and the National Children's Bureau (NCB). JUSTICE has been asked to sit on the NCB's Special Educational Consortium's (SEC) Behaviour and Exclusions Working Group as a guest legal expert. The Minister for Education wrote to JUSTICE following the launch of the report agreeing to review guidance for schools. The Department for Education (DfE) has agreed to meet with JUSTICE with respect to both redrafting behaviour and exclusions guidance and arranging for JUSTICE to speak with their lead on preventing serious violence.

We presented the report's recommendations to the Anti-Bullying Alliance and to the National Children's Bureau SEC. The report's recommendations gained SEC's support as well as a commitment to collaborate on the DfE's SEND Review and redrafting the exclusions statutory guidance. Sidley Austin are continuing to support JUSTICE, both in the redrafting of the statutory guidance and researching the compliance of the exclusions regime with the UN Convention on the Rights of the Child.

Sidley Austin LLP provided pro bono support for this work, which was also supported with donations from Matrix Chambers and The Society for the Holy Jesus Child. The rest of the staff time on this Working Party was funded from JUSTICE's designated funds.

### ***3. Increasing Judicial Diversity: an Update***

#### Context

This was a follow up to our 2017 report, launched in January 2020. Analysing appointments data since 2017, the Working Party has found that despite the clear case for increased judicial diversity, progress has remained slow. The data demonstrates that there has been negligible improvement in respect of other underrepresented groups. The Working Party welcomes the adoption of some of its minor 2017 recommendations and ongoing efforts by the Judicial Appointments Commission. The Update concludes that the current approach to judicial diversity is not working. It urges large scale structural and cultural change to deliver a more diverse judiciary.

Trustees' annual report

For the year ended 31 March 2020

---

Recommendations

The report provided a further nine recommendations in addition to those of the 2017 report including:

- A system of proper accountability to ensure that the commitment to change is backed up by practical steps and, importantly, results. This includes the creation of a permanent “Senior Selections Committee” for appointments to the Court of Appeal, Heads of Division and the Supreme Court.
- Establishing a meaningful internal judicial career path where judges can begin their career in the more diverse Tribunals, or as District Judges.
- Cultural change led by the judicial leadership.
- Tackling affinity bias and ensuring merit is not used as an unconscious proxy for the characteristics, qualities and experience of the current cohort of judges.

Bryan Cave Leighton Paisner LLP provided pro bono support for this work. Staff time on this Working Party was funded from JUSTICE’s designated funds.

**4. *Solving Housing Disputes***

Context

Our most recent report, *Solving Housing Disputes*, was launched in March and chaired by Andrew Arden QC. This Working Party reviewed the current system and presented proposals to create a more unified and accessible housing dispute system. Key to our recommendations are greater coherence, access to legal advice and information, and conciliatory methods to resolve disputes.

The report is set out in two parts. Firstly, the case is made for a future model of dispute resolution: the Housing Dispute Service (HDS). Secondly, irrespective of whether the HDS is introduced, essential reforms to the current system are proposed.

Recommendations

The report made 54 recommendations on the following themes:

- The HDS would be an entirely new and distinct model for dispute resolution. It would fuse elements of problem-solving, investigative, holistic and mediative models utilised elsewhere in the justice system.
- Access to early legal help, making use of the Government’s Legal Action Plan;
- More accessible court and tribunal architecture through a single point of entry for all types of housing dispute;
- Changes to how local authorities deal with people facing homelessness, to ensure people can access assistance in times of need;
- Assisted online services and, where face-to-face alternatives are needed for people who cannot engage online, flexible deployment of physical hearing venues so that people can reach the courts and tribunals that will decide upon whether they can keep their home.

## Trustees' annual report

### For the year ended 31 March 2020

---

Once proceedings commence, our proposals are for:

- Alternative dispute resolution to be embedded pre-action and more strongly encouraged throughout the court and tribunal process;
- Case management to engage case workers who can assist in the triaging of disputes to the correct resolution method; and
- Cross-ticketed, specialist housing judges who can sit for both court and tribunal jurisdictions.

Howard Kennedy LLP and Charles Russell Speechlys provided pro bono support for this work, with Howard Kennedy LLP also donating towards the production costs of the report. Staff time on this Working Party was funded from JUSTICE's designated funds.

## Events

Throughout 2019–20, 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:

- Law's Wars, Law's Trial: The Fate of the Rule of Law in the US 'War on Terror', 2 May 2019
- Inspiring Women, Inspiring Careers in Law, 7 June 2019
- Prosecuting Sexual Offences launch, 10 June 2019
- JUSTICE and the Society of Liberal Democrat Lawyers Association Fringe Event, Vulnerability in the Justice System, 16 September 2019
- JUSTICE, the Society of Labour Lawyers, the Bar Council and The Law Society Fringe Event, Diversity in the Law – room for improvement?, 24 September 2019
- JUSTICE, The Bar Council and Law Society and Conservative Fringe event, Vulnerability in the Justice System, 30 September 2019
- JUSTICE and the Scottish National Party Fringe event, Aberdeen, Public Interest Litigation: lost in the Highlands?, 14 October 2019
- JUSTICE Human Rights Conference, 16 October 2019
- JUSTICE AGM and Tom Sargant Annual Lecture, delivered by Baroness Helena Kennedy of the Shaws QC, 29 October 2019
- School Exclusions launch, 11 November 2019
- Lord Dyson in Conversation, 14 November 2019.
- Women at Work: A conversation with Helena Kennedy QC, Farmida Bi and Dame Ingrid Simler, 18 November 2019
- JUSTICE Scotland Human Rights Day Lecture, delivered by Professor Philippe Sands QC, 16 January 2020
- Judicial Diversity Update launch, 29 January 2020
- Criminal Practice: Lessons of the past, 30 January 2020
- Solving Housing Disputes launch, 5 March 2020
- JUSTICE Student Conference, 7 March 2020

## JUSTICE

### Trustees' annual report

#### For the year ended 31 March 2020

---

We continued to host our Annual Human Rights Law Conference (16 October 2019) which was once again kindly supported by Freshfields Bruckhaus Deringer. This year we heard keynote addresses from The Rt. Hon Sir Nicholas Green and Lord Anderson of Ipswich KBE QC, as well as an engaging cross-party political panel discussing Justice After Brexit.

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 2019–20, JUSTICE received funding from several organisations to support a number of our projects.

#### **Strengthening 21<sup>st</sup> Century Access to Justice**

2019 saw us complete a three-year project on strengthening 21<sup>st</sup> Century Access to Justice which was supported by The Legal Education Foundation (£22,822 this financial year, £90,000 in total over three years). This project aimed 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. This, and following up on the recommendations from our *Preventing Digital Exclusion from Online Justice* Working Party, has strengthened our relationship with HMCTS as we are engaged with them over the design and roll out of the Assisted Digital (now Digital Support) service. Attended appointments have risen to 457, compared to only 20 less than a year ago. Over the past 12 months, we have called for the co-location of Digital Support with legal advice, the adoption of which has seen uptake of the service increase drastically. HMCTS has also, finally, accepted our recommendation of the need to offer legal with technical support, which is why the roll out of additional digital support sites are co-located with the advice sector, as we recommended in *Preventing Digital Exclusion*. More broadly, we have been engaging with HMCTS across the justice system over the development of online claims and appeals platforms to ensure that these are clear, easy to use and accurate. HMCTS has also been working to provide a design to the webpages that indicates constitutional independence to the Government departments from which individuals are appealing.

#### **Immigration and Asylum**

The Leri Charitable Trust is supporting our work on immigration and asylum with a two-year grant of £10,000 per year, which started in July 2019. We are extremely pleased with the response to our 2018 report *Immigration and Asylum: a fresh look* so far, by all actors in the immigration and asylum field. Work this year has concentrated on ensuring the digitisation of the immigration and asylum tribunal system improves access to justice.



## Trustees' annual report

### For the year ended 31 March 2020

---

The Online Immigration and Asylum Chamber pilot, which directly responds to our working party report, is showing some promising results. The Home Office is conceding c.20% of cases before they reach a hearing as a result of a new mandatory review step. Having assisted with the design of the legally represented pilot, we have again contributed to the design of the litigant in person pilot, due to launch later in the year. Through stakeholder engagement workshops we have flagged the need for clear and accessible guidelines, signposting to support, information and advice, translation services, and safeguarding against digital exclusion. We also continue to see progress in the implementation of the report's recommendations for tribunal efficiency. Judicial training on the greater use of oral judgments and the set aside procedure has now taken place.

As a result of the Covid-19 emergency, the online procedure has been rolled out to the majority of represented appeals. This should improve the process for appellants and minimise the impact of adjourned cases. However, there have been issues with how legal aid can adjust to enable appropriate payment of representatives. After having liaised with the MoJ, Legal Aid Agency and lead reform judge on this issue, we attended the stakeholder engagement meeting on 7 May. Temporary legal aid payments have now been secured, and we will continue to engage with practitioners, the judiciary and HMCTS pending a further consultation over the next six months.

In February we held our third roundtable on the quality of advice in the sector, attended by regulators, the judiciary, the Home Office, and other stakeholders. This too revealed some positive change. Pursuant to the report's recommendation, the BSB have tightened their regulatory requirements around supervision, and the SRA have made a commitment to continue working with JUSTICE in their review of the immigration sector over the next 12 months. John Tuckett, the new Commissioner of the Office of the Immigration Services (OISC), has also agreed to work closely with JUSTICE in reforming OISC.

The Working Party met again in January 2020 to consider the progress of the implementation. They recognised and applauded the significant impact of the report on the design of the HMCTS reform pilots, whilst identifying the quality of advice and representation to be the most pressing implementation priority in the next six to twelve months. They intend to meet again in September, with a view to publishing an update report soon after.

### **Administrative Justice Council**

The Administrative Justice Council (AJC) was set up to ensure that the administrative justice system is 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. The AJC is funded by the Ministry of Justice (£20,000 this financial year), The Legal Education Foundation (£24,375 this financial year) and Trust for London (£15,000 this financial year), JUSTICE provides office space and covers any associated overhead costs not covered by these grants.

Under four key themes, the three sector-based panels have worked on number of projects throughout the year. The Pro Bono Panel worked on a polluter pays proposal to help incentivise better government decision-making by shifting the cost of the hearing from Her Majesty's Courts

### Trustees' annual report

For the year ended 31 March 2020

---

and Tribunal Service (HMCTS) to the department when the decision was deemed to be prima facie unlawful or in breach of material procedural rules. A working group was set up and is in the process of running a pilot (without a financial incentive) in both the First-tier Special Educational Needs and Disability (SEND) and asylum support tribunals. The pilot will involve an e-survey for judges to complete on whether each case was made unlawfully, in breach of material rules, or neither.

The AJC has also sought to bring together parts of the administrative justice system. This included the introduction of an ombudsman and tribunals familiarisation programme to bring together ombudsman schemes and tribunals. The aim is for two related jurisdictions was to have a better understanding of each other's work through observation, shadowing and training with the final outcome of signposting between the two and cross-referral of cases. A working group is overseeing a pilot between the SEND First-tier Tribunal (Health, Education and Social Care Chamber); the Local Government and Social Care Ombudsman for England; and the Housing Ombudsman and Property Chamber.

The Academic Panel has organised a series of workshops over the year including an academic/practitioner pop-up event; mapping administrative justice in Wales and ombudsman and tribunals familiarisation. The workshops brought together a range of stakeholders to discuss administrative justice issues, form collaborations and share best practice. More recently, a Webinar was hosted on the impact of COVID-19 on the administrative justice system with a response from the tribunals, ombudsman and advice sector.

Being keen to place the user at the centre of its work and research, the Advice Sector Panel have been concentrating on first-instance decision-making and lesson-learning. Their work over the year has focused on disability benefits and the wider implications of poor decision-making on the individual together with the financial cost to the public purse.

The Council has met twice over the year. The most recent meeting took place in Edinburgh and attendees heard about some of the administrative justice system issues in Scotland. Its first annual report was published in November 2019.

Finally, at a webinar conference on 29 April 2020 the AJC published its report 'Digitisation and Accessing Justice in the Community'. The report is a result of a stakeholder engagement survey aimed to better understand the current and potential capacity of front-line agencies and other advice services to provide online/digital assistance. A number of recommendations have been made to HMCTS/MoJ in response to their tribunal's modernisation programme. The report can be found at: <https://ajc-justice.co.uk/wp-content/uploads/2020/04/Digitisation.pdf>.

### Challenging School Exclusions

Matrix Chambers supported our working party on Challenging School Exclusions with a £3,000 grant in 2018-19 and The Society of the Holy Jesus Child has agreed to support the implementation of its report's recommendations with a one-year grant of £7,000, in this financial

## Trustees' annual report

### For the year ended 31 March 2020

---

year. The rest of the staff time on this Working Party was funded from JUSTICE's designated funds. See *Challenging School Exclusions* above for more details on the report.

#### **Solving Housing Disputes**

Howard Kennedy LLP supported our working party on Solving Housing Disputes with a donation of £3,151 towards the costs of producing the report, as well as providing pro bono support to the working party. The rest of the staff time on this Working Party was funded from JUSTICE's designated funds. See *Solving Housing Disputes* above for more details on the report.

#### **Mental Health and Fair Trial**

The Persula Foundation supported JUSTICE's follow up work to our 2017 Mental Health and Fair Trial working party report, donating £7,500 in 2018–19, the rest of the staff time on this Working Party was funded from JUSTICE's designated funds. The report examined the substantive and procedural problems in identifying and responding to the needs of people with mental health concerns in the criminal justice system. Much progress was made during the year on this project. We reconvened members of the Working Party, to respond to consultations issued by the CPS and Sentencing Council on proposed guidance, which our recommendations had sought.

We met with the Lord Chief Justice and President of the Judicial College in July to discuss judicial training on case management of defendants with mental health difficulties as well as sentencing. The judges were receptive to this need and agreed to speak to the Judicial College. They were also receptive to considering a protocol or checklist for judges that would remind them of how to respond to vulnerability at each stage of a case.

We have been instrumental in brokering pragmatic dialogue between intermediaries, the criminal justice sector and the Ministry of Justice as to the role and deployment of intermediaries to assist vulnerable defendants, which will culminate in Criminal Procedure Rules later this year.

Throughout this period our Legal Director has been working through her position on the Criminal Procedure Rule Committee to improve identification of mental health and responses to it. Case progression forms now include prompt boxes for legal professionals and judges to identify defendant vulnerability and reasonable adjustments that can be made to enable their effective participation. We have also assisted HMCTS in producing clear and simple, easy-read court forms that are suitable for defendants with learning disabilities and neuro-diverse conditions.

#### **When Things Go Wrong**

Morrison & Foerster (UK) LLP are supporting our working party *When Things Go Wrong*, which was convened in July 2019 and expects to report in July 2020. Chaired by Sir Robert Owen, this Working Party is focussing on the justice system's response to catastrophic loss of life. The issues it set out to address, and which remain the focus of its recommendations, are:

- the duplication and delay caused by multiple concurrent investigations into death;
- limitations on participation of bereaved people and survivors;
- lack of central coordination of, and information on, inquiries best practice;

## JUSTICE

### Trustees' annual report

#### For the year ended 31 March 2020

---

- the absence of any formal mechanism to ensure that the process of inquiry leads to change.

The Working Party's Membership represents an array of experience on these issues, including a former Lord Justice of Appeal; the former Chief Coroner; the Director of INQUEST; a range of inquiries practitioners; academics; former members of the civil service; police; and bereaved family representatives.

Since September, we have consulted with the authors of all the most significant previous inquiry reports and taken evidence from many high-level consultees who have chaired and acted in inquests and inquiries. A recurring theme across all of these evidence-gathering sessions has been the need for clear communication from the justice system to bereaved people and survivors so that they are informed of their rights, likely procedural steps and the relationship between competing legal processes at each stage following a catastrophic event.

Drafting of the report is underway, with final meetings likely to take place in early June. The Working Party appears likely to recommend a new "special procedure inquest" that would be established against clear criteria, would avoid the need for 'conversion' to a public inquiry where there is closed material; and would be able to investigate sequential deaths arising from systemic failure. The Working Party will make further recommendations around how the justice system communicates with bereaved people and survivors and will aim to shape the development of the new "Inquiries and Reviews" unit within the Cabinet Office. Expected completion is early July (with launch thereafter).

Morrison & Foerster (UK) LLP have donated £9,800 towards this work in 2019–20 and £15,800 in total. The rest of the staff time on this Working Party was funded from JUSTICE's designated funds.

#### **Racial Disparity in Youth Justice**

Barrow Cadbury Trust, The Blagrove Trust, and Travers Smith LLP are supporting our working party on *Racial Disparity in Youth Justice*. This working party, chaired by Sandra Paul, seeks to examine the causes of BAME disproportionality among children in the criminal justice system and will make practical recommendations with a view to reducing that disproportionality. More generally, it seeks to ensure that children are not needlessly criminalised by improving the attitudes, processes and procedures in the youth justice system. The Working Party has been meeting since October 2019 and has taken evidence from a wide range of sources to inform its thinking. An overarching theme to the work is developing, which is the need for procedural justice throughout the youth justice system. This means adapting procedures and interactions so that children involved in them feel as if they have been treated fairly, had an opportunity to voice their opinion and that they have been listened to. Embedding these elements may help to improve BAME communities trust in the justice system and dampen the "us vs them" mentality.

Connected to this is the need to ensure that practitioners within the youth justice system see the child as an individual, within a unique context. Good practice can be seen in some Youth Offending Services, which have informed us how contextual understanding helps both the child and the practitioner achieve the best outcomes. The Working Party is considering the best way to

## Trustees' annual report

For the year ended 31 March 2020

---

apply this to more formal parts of the justice system, as it is hoped that enabling a practitioner to see a child – and their offending behaviour in their context – may reduce the impact unconscious biases may have on decision-making. Lastly, it is clear that one of the biggest drivers in racial disparity is the application and enforcement of drug offences. This can be seen both in sentencing practice and in charge rates. It is likely that recommendations will be made that will hopefully mean outcomes for white children and BAME children in relation to drug offences are similar.

The Working Party will continue to take evidence from a wide range of sources to inform its thinking. It aims to conclude in October. Barrow Cadbury have contributed £10,000 in this financial year of a three-year grant totalling £46,350, Blagrave Trust have contributed £15,000 in this financial year of a £30,000 grant over the same period to support the Working Party and its implementation and Travers Smith LLP have contributed £10,000 in this financial year and are providing pro bono assistance to support the Working Party.

### What is a Court? And Understanding Courts

Implementation has continued on our *What is a Court?* (2016) and *Understanding Courts* (2019) reports. *What is a Court?* reimagined how the estate could guarantee access to justice for all and recommended that HMCTS's *Court Standards and Design Guide* (2010) should be revisited in light of the fundamental changes to the justice system occurring as part of the Reform Programme. This was undertaken and finally published last summer, taking on board many of the recommendations in the JUSTICE report for flexible spaces that are principle and performance led.

Throughout the year, we have been liaising with HMCTS to emphasise the need for clear and simple information on going to court to be available online and in leaflet and video format. This work is being taken forward, with posters now up in the criminal courts. We have reviewed proposed leaflets and are discussing the expansion of this project to other jurisdictions. HMCTS also continues to update the Gov.uk website with information – which can be seen if you type “Going to Court” into a search engine – and to expand the range of leaflets available to court users. Nevertheless, it is still hard to find guidance across all areas of the justice system. We will continue to press for this information to be readily available, including in video and audio format. Staff time on this implementation work was funded from JUSTICE's designated funds.

### Legal Assistance in the Police Station

Implementation work has continued on this project, following our 2018 report. Over this period we have received data access from Police Scotland regarding the number of detainees receiving legal assistance and by what method; In November, pursuant to our recommendation, a Scottish Government consultation took place on the Letter of Rights given to detainees. We responded with the recommendations that we made in our report for clarity of language, format and the need for a single, easy read version. We expect an updated version to be produced shortly. We have also been liaising with the Law Society of Scotland to discuss an expansion of their training programme and guidance for solicitors. We have prepared an update to the working party report to share with its members to consider next steps, which once finalised we will publish this summer. The key area of focus going forward will be how to assist solicitors to organise their workload to enable police station representation. Staff time on this implementation work was funded from JUSTICE's designated funds.

## Trustees' annual report

For the year ended 31 March 2020

---

### Longford Trust internship

This year saw us host an intern from the Longford Trust, who joined the JUSTICE team for six months. The internship saw a former prisoner, who had studied law with the support of the Longford Trust work with our lawyers primarily on reform of the criminal justice system. A great success, the internship provided the intern with valuable policy experience while enriching JUSTICE's work with invaluable lived experience. This internship was kindly funded additionally by one of our JUSTICE60 donors. We are keen to have other Longford Trust interns join us, subject to funding.

### Membership

At the end of this financial year, JUSTICE had 1,672 members (up from 1,504 in 2019). Membership income is £98,842 (£98,282 2018-19).

The increase in membership is a result of 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 423 to 635 over the past year.

This year we increased our focus on membership promotion, implementing a summer membership referral appeal and a new corporate members letter campaign in the autumn of 2019 and are looking how we could make those more successful in the next year.

Use of the membership area of our website has increased as we upload interesting content and encourage members to book on to events and renew their membership this way.

We held four members only events during the year: Professor Richard Able spoke about his book *Law's Wars: The Fate of the Rule of Law in the US 'War on Terror'* in May 2019; in November 2019 we held an in conversation event with Lord Dyson about his life in the law; an event on Women at Work: A conversation with Helena Kennedy QC, Farmida Bi and Dame Ingrid Simler; finally in January 2020, we heard from Dame Maura McGowan DBE, Anthony Edwards, Anand Doobay and Natasha Lloyd-Owen on the trends, challenges and lessons of the past of Criminal Practice.

In October 2019, we held our Annual General Meeting, where our members heard a report back from Sir David Latham, Chair of the JUSTICE *Mental Health and Fair Trial* Working Party, from the Chair of the JUSTICE Board, Walter Merricks CBE, on our work over the past year. Whist Karyl Nairn QC, Chair of the Development Board, talked about our fundraising efforts and how members could support these and our Director, Andrea Coomber presented our plans for the year ahead. The meeting also appointed our Council members and elected new Board members, which once again required a vote as we had more nominations than places available. We had over sixty of our members in attendance and it was lovely to see some new faces amongst the familiar and we appreciate them taking the time to engage with us on our work. The AGM was followed by the Annual Tom Sargant Memorial Lecture, delivered by Baroness Kennedy of The Shaws QC, speaking about 'Law and the Politics of Disruption'.

# JUSTICE

## Trustees' annual report

### For the year ended 31 March 2020

---

We continue to look at ways in which we can increase engagement with our members.

Our Membership Coordinator left in late January 2020 and this role is being covered by our Communications Coordinator and Office Administrator until we recruit a replacement.

## Fundraising

We are delighted to say that we exceeded our fundraising target for grant income by 15% this year. We have seen a big increase in unrestricted income from Trust and Foundations and Corporate organisations (£75,100, up from £42,600 in 2018–19) as well as increased support for our working parties. Our donations have seen a decrease this year, mostly due to some members of our JUSTICE60 not renewing.

The **JUSTICE60**, a special group of supporters who pledge to donate £6,000 a year to JUSTICE for three years, remains strong and the Chair Karyl Nairn QC, is dedicated to its growth.

We took the decision last year to separate the individual members from the corporate members to create more opportunity for support. To cultivate relationships with new individuals we hosted a dinner with Lord Thomas of Cwmgiedd, in June 2019 and a Supper Club with Lord Falconer of Thoroton, in February 2020. To cultivate relationships with law firms one of our dedicated JUSTICE60 firms hosted a luncheon in November 2019, for fellow firms and asked them to join the JUSTICE60. We also invited both prospective individual and corporate members to the following events; in June 2019, a cocktail party jointly hosted with Brick Court Chambers at the House of Lords, our annual JUSTICE60 Summer Party in July 2019 and Winter Party in December 2019. This has resulted in two new individual and three new corporate JUSTICE60 members signing up in the 2019–20 financial year. We are extremely grateful to Karyl Nairn QC for arranging these events and spearheading the Development Board in regard to prospective members.

Thirteen of our JUSTICE60 donors completed their three-year commitment to JUSTICE in 2019/20 and eight of these agreed to continue supporting JUSTICE for another three years. This giving circle has been transformational for JUSTICE and we thank all those that are a part of it.

JUSTICE now has 128 **Friends of JUSTICE**; these are our regular donors who donate at least £240 per year and provided us with £36,067 of unrestricted income. This year we completed a focused appeal to each level of our membership, encouraging them to also become regular donors, which we plan to expand upon in 2020/21. We hosted our annual Friends thank you event in November 2019 to express our appreciation to our Friends for their generosity.

In June 2019 we held a fundraising event, *Inspiring Women, Inspiring Careers in Law* that raised £22,240 and had 125 attendees. The event was a star-studded line up of women lawyers from all areas of the practice, including Baroness Hale of Richmond. They shared their stories of lives in the law – speaking frankly about what had worked and what hadn't, the drivers, the challenges, the

## JUSTICE

### Trustees' annual report

#### For the year ended 31 March 2020

---

triumphs, all culminating in a personal message to those attending. The feedback was that the attendees would like to see this become an annual event for JUSTICE.

**JUSTICE's Development Board**, chaired by Karyl Nairn QC continued to focus on growing our fundraising pipeline for; the JUSTICE60, major donors and securing the £1.5 million needed for the refurbishment of 59 Carter Lane. They met in October 2019 and February 2020. They also invited prospective donors to a dinner with Lord Thomas of Cwmgiedd in June 2019.

We are grateful to the JUSTICE Board, Council, Development Board, JUSTICE60, Friends, Members and partners that supported us with donation and introductions this year.

#### Trusts and foundations

To support our current **Trusts and Foundation** Fundraising Officer, Jane Collier, we hired a Fundraising Intern in January 2019 to focus on growing our Trusts and Foundations pipeline. This resulted in an increase of £74,439 in funding for 2019–20 financial year from Trust and Foundations and Corporate donations.

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 completed our £90,000 grant from Legal Education Foundation to support our project on strengthening 21st Century Access to Justice project on strengthening 21st Century Access to Justice.
- We received new grants from The Barrow Cadbury Trust, The Blagrave Trust and Travers Smith who are jointly supporting our Working Party on *Racial Disparity in Youth Justice*. Society of the Holy Child Jesus (£7,000) contributing towards our *Challenging School Exclusions* Working Party; Therium Access (£45,000) contributing towards salary costs for our work on reforming the United Kingdom's justice system to increase access to justice and protect human rights for everyone; and The Leri Charitable Trust (£10,000) supporting our work on immigration and asylum appeals.
- Fundraising for the Administrative Justice Council has been strengthened by a recommitment from the Legal Education Foundation for a one-year grant, which joins grants from the Ministry of Justice and Trust for London.

Unrestricted support rose by just over 76% to £75,100. We have received grants from The Alexander Mosely Charitable Trust (£25,000), Treebeard Trust (£15,000), The Worshipful Company of Arbitrators (£5,000) and Laura Kinsella Foundation (£1,000), these are all new funders to JUSTICE. The AB Charitable Trust (£20,000), the Stewarts Foundation (£6,000), The HSM Charitable Trust (£600), and Evan Cornish Foundation (£7,500) also provided unrestricted income towards our core costs.



# JUSTICE

## Trustees' annual report

### For the year ended 31 March 2020

---

The Development team has continued to focus on increasing the support we receive from law firms, 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 (£10,000) and Herbert Smith Freehills LLP (£5,000) as well as restricted donations for our working parties from Travers Smith, Howard Kennedy LLP and Morrison & Foerster (UK) LLP.

We are grateful to the Trust and Foundations and Corporates who have supported our work this year.

#### Approach to fundraising

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 policymakers 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

For the year ended 31 March 2020, JUSTICE recorded a net income, before other recognised gains and losses, of £32,148 (2019: £62,612). Our investments performed well throughout the year until March when the Covid-19 global pandemic hit, which has unsurprisingly resulted in drop in value. The result of this is a net loss of £23,634 for this financial year reducing our surplus to £8,514 (2019, £65,817).

#### Income

Total income received in 2019/20 increased by just over 7% to £964,081 (2019: £900,833). Details of how this has arisen are shown below.

#### Donations and legacies

The level of donations and legacies saw a decrease in 2019-20 to £514,956 (2019: £546,194), this is mainly due to a number of our JUSTICE60 members not making their pledges donation or renewing their commitment at the end of their three year term, although our success rate for renewals has been over 60% and provided us with £307,700 of unrestricted income in 2019-20 (2019: £334,500). Our general donations, Friends and legacies have all seen an increase, which is the result of the hard work of our Development team, supported by the Development Board.

## Trustees' annual report

For the year ended 31 March 2020

---

### Charitable activities

Income from our Research and Education activities has seen the largest increase of income for 2019–20 (£288,741, 2019: £215,790) this is down to the hard work of our Fundraising Officer and Intern who have identified new sources of Trust and Foundation income. This has led to a large increase in unrestricted funding from Trust and Foundations some of which are new to us. Alongside our existing multiyear grants, we have also received new restricted grants from Trust and Foundations and Corporates.

Membership income has increased slightly this year to £98,842 (2019: £98,282) and we continue to look at ways of growing and retaining our members.

### Trading activities

Income for our trading activities has also increased this year. This is mainly related to rental income which increased after a rent-free period in 2018–19 for our tenants that signed a ten-year lease that year.

Fundraising income also increased as a result of the success of our fundraising event *Inspiring Women, Inspiring Careers in Law* which saw 125 attendees and resulted in £22,240 of income. This event was such a success that we plan to hold another in the 2020–21 financial year.

### Investments

Investment income was £7,835 (2019: £8,657).

### Expenditure

Total expenditure in 2019/20 showed an increase of just over 11% (2020: £931,933 v 2019: £838,221).

### Staff costs

Staff costs account for nearly 81% of the total costs of the organisation and have increased by just over 19% from 2018/19. During the year the total average FTE headcount increased to 16.9 (2019: 13.6) and employed number to 20 (2019: 16). This is mainly due to new lawyers starting partway through 2018/19, us offering several Legal Fellowships throughout the year and recruiting maternity cover. We have sustainably increased the size of our legal team, to allow us to increase activities which can in turn attract further funding. Further details of staff costs and staffing levels can be found in notes 6 & 7 to the accounts and the staffing and volunteers section of this report.

### Costs of generating funds

The cost of generating funds which makes up 12% of our overall expenditure, has decreased this year from £179,007 to £111,788 includes fundraising salary costs, costs associated with our fundraising events, fundraising materials and publicity expenditure plus an allocation of salary and overhead costs based on staff time attributable to the fundraising function, more details can be found in note 1 (j) of the accounts.

#### Endowment Fund

JUSTICE holds the freehold property on Carter Lane, which was purchased as part of an appeal back in the 1990's, 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. These investments form part of our reserves.

#### Designated Fund

Designated funds have been set aside by the Trustees to fund staff time spent on our Working Parties, which are not always attractive to funders but form an essential part of JUSTICE's work.

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 these during the year. This year our investments made a loss in March due to the Covid-19 global pandemic.

### Principal risks and uncertainties

JUSTICE reviewed its risk management process over the past year. With the Board looking the risk management process at its away day in September and agreeing a new risk management strategy. This included the development of a Strategic risk register which details the external risks to JUSTICE which are identified as important but outside of our control, with the effects mitigated through response plans and management actions. Risks associated with our operations and projects will be continued to be managed through our new operational risk register. These risks are overseen by the relevant staff members and the Finance Committee. The next stage of our review is to finalise the risk appetite section of our risk policy and to develop an assurance framework to test that internal controls are working properly which will be overseen by Finance Committee who will provide regular updates to the Board on the outcome of these.

The main strategic risks for JUSTICE are as follows.

1. **External influences:** A decline in funding and donations due to external influences such as Covid-19, Brexit or resultant economic downturn, which increases our risk of financial instability and could impact the security of our funding streams.

**This risk is mitigated through:** A diverse funding base which includes members, trust and foundations, corporates, JUSTICE60 donors, Friends of JUSTICE and other regular donors, which is in line with our fundraising and organisational strategy. An engaged Development Board and Chair who are focused on identifying new sources of funding. A strong reserves position to ensure sustainability, with the added security of owning the building should we need to access additional funds in the event of financial uncertainty.

**Further management actions have been agreed which include:** development of longer financial projections, so we are more aware of funding needs for future years in addition to the current

Trustees' annual report

For the year ended 31 March 2020

---

financial year; Drawing up contingency plans to handle a cut in funding at various levels; and a review reserves policy, if financial position declines.

- 2. Data breach:** Loss of data through data breach, cyber-attack, server failure or human error  
Cyber-attack is now one of the largest concerns for businesses. Despite adoption of all recommended protections and processes the changing nature of cyber-attack means that there will still be a risk, which we will be unable to completely mitigate or manage. A data breach or cyber security incident could result in legal, contractual and/or regulatory consequences, as well as reputational damage.

**This risk is mitigated through:** having a dedicated IT supplier who ensure that we have strong IT systems in place, Firewall and antivirus software installed, software and operating systems regularly updated with security patches and our database, network and email all hosted securely in the cloud and backed up daily. We have clear Data Protection, Data Breach and IT policies which staff are regularly reminded of and all staff received online GDPR training annually. In March 2020, we were awarded a Cyber Essentials Plus certificate which saw our network, policies and procedures independently audited and tested. We also have cyber security Insurance in place, to insure us against an unfortunate breach.

**Further management actions have been agreed which include:** Develop an assurance process to ensure compliance with policies; a planned upgrade to Sharepoint in the future so that the whole network is located offsite and therefore more secure; and a review of our business continuation and response plan in the event of a data breach or cyber-attack.

- 3. Demonstrating impact:** As a law reform organisation working to strengthen the justice system through practical proposals for reform, it can sometimes be difficult for JUSTICE to demonstrate impact. This could lead to key funders withdrawing or significantly reducing funding, because they perceive that JUSTICE is not being effective, demonstrating impact or is not undertaking activities that fit their funding priorities. This would increase our risk of financial instability, could impact our staff numbers and lead to a reduction in work output, with knock-on effects for management and administrative overheads. Cutting management and administration staff would reduce the charity's capacity to regrow.

**This risk is mitigated through:** our close liaison with key funders to ensure that we understand their expectations, share and invest them in our vision and regularly update them on our work and impact; ongoing research of alternative funding sources and; monitoring the impact of our work.

**Further management actions have been agreed which include:** A review of the way, we measure impact to ensure we are capturing the impact of our working party recommendations and our collecting evidence for funding reports and applications; continued research into alternative forms of funding for charitable activities and; development of contingency plans to handle a cut in funding at various levels.

- 4. Reputational:** Media or other organisations publish highly critical, slanderous and/or inflammatory opinions on our work. Which could result in a loss of reputation for excellence and impartiality; confidence of Council members and/or members and/or donors of JUSTICE.

**This risk is mitigated through:** policy initiatives grounded in and supported by JUSTICE working party reports or external research findings and aligned with strategic aims; ongoing discussions with the Director, Board and other expert stakeholders for the duration of the project, with a risk considers as part of these discussions; wherever possible evaluation, or at a minimum engagement, by academic partners; and a communications plan in place around the operation of the project including the nature of the questions being tested and the release of any report.

**Further management actions have been agreed which include:** Maintain and develop relationships with academic partners and other experts and development of a response plan, so we have plans in place to respond in the event of a controversial or inflammatory issue.

## 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 unrestricted reserves on average are equivalent to at least six months' of running costs (c£477,000 based on our 2020-21 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.

It has been important to us to grow JUSTICE so that we can keep up with demands of the work that is needed, and we believe we have done this in a sustainable way. Whilst JUSTICE is now in a much stronger financial position than in the past, remains important that we maintain our reserves at the agreed level. We keep a close eye on these and our cash flow throughout the year.

Having grown our staff numbers in 2019/20, our expenditure budget for the 2020/21 financial year anticipated growth, but the impact of COVID-19 on our income streams has meant that we have had to revise our plans accordingly. We have been able to reduce our budget down to just under £980k through salary savings, not recruiting planned new staff and holding off replacing those that have left, as well as reduction in travel and office cost due to lockdown. We expect to receive two thirds of this income from our current members, grants and donors but are left with just under £340k to raise from major donors, Trust and Foundations and corporates.

At the close of 31 March 2020, JUSTICE had £481,803 (£450,793 2018-19) in general reserves which is in line with the Board's reserves policy. JUSTICE's reserve funds are held in a mix of

## Trustees' annual report

### For the year ended 31 March 2020

---

deposit accounts and fixed interest and equity based common investment funds, with the aim of achieving a combination of income and capital growth.

These reserves are comprised of general unrestricted funds and endowment funds that are not tangible fixed assets (general unrestricted funds of £415,351 less tangible fixed assets of £19,413 and endowment funds of £400,172 less tangible fixed assets of £314,307). See note 15a of the accounts for more details.

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 from JUSTICE Director, Andrea Coomber

JUSTICE has an exciting but challenging year ahead.

The COVID-19 lockdown has meant JUSTICE has had to adapt to a new normal working life, with staff all working remotely from home and our Board, Council, Working Party and other meetings held virtually. The pandemic itself has brought additional legal work with staff responding to the Coronavirus legislation in the UK and Scottish Parliaments and the impact on the justice system of increased use of virtual proceedings.

We anticipate that, as the social distancing measures continue to affect the delivery of justice, all of our lawyers will have COVID-19 related work over the coming year.

As well as increasing our workload, we expect that the pandemic will bring challenges for our fundraising team and we have had to rethink our plans for the year to take into consideration the social distancing rules. Whilst we will continue to focus on diversifying and strengthening our income streams and engaging more fully with our members, JUSTICE60, donors and supporters, we are looking for new opportunities to do this.

Where possible we will move our events online and have already successfully held a number of events from our Careers Conversation series of webinars for our members during the first few months of the 2020/21 financial year. The webinars have provided the capacity for us to engage more widely with our membership, including those overseas. We also have events planned with Lord Briggs of Westbourne, Sir Geoffrey Vos and Dame Cressida Dick DBE QPM. We hope these events will allow us to continue to engage with our members and increase our membership numbers. We are moving our flagship Annual Human Rights Conference to a virtual event, using the opportunity to invite international speakers and possibly participants. We are similarly planning stewardship events for donors in an online format.

## JUSTICE

### Trustees' annual report

#### For the year ended 31 March 2020

---

Unfortunately, our main focus for 2020–21, aside from retaining and growing our JUSTICE60 membership, was increasing support from our corporate donors, given the economic climate we are now rethinking this strategy and focusing our efforts on individual supporters and Trust and Foundation income.

Our plans to recruit a new Membership Coordinator have been placed on hold during the lockdown period and we plan to revisit this in the coming months.

Much as we have new COVID–19 related work to contend with, we remain focused on delivering our existing slate of work.

Through working parties of our members, we currently have a number of projects taking place. The first, *Racial Disparity in Youth Justice*, seeks to examine the causes of BAME disproportionality among children in the criminal justice system; the second *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; the third, only just commencing, considers *Benefits Decision-Making* to ensure people who need to use the benefits system can get the support they need through accurate and timely decision-making.

These three projects will result in reports in September and October 2020, with the final project expected to complete in early 2021. All will draw on the expertise of our members, supported by professional staff. Commencing in June will be a project on the **family justice system**. We aim to commence a further project on **magistrates' remand decisions** in September.

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 and Holyrood Parliaments that relate to the justice system and respond to consultations of government and the judiciary on key justice issues.

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

**Polluter pays proposal** – the Pro Bono Panel and working group will continue 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 pilot will take place in the SEND and asylum support tribunals and legal advice will be sought on whether legislation is needed to charge a fee for incorrect decision-making.

Trustees' annual report

For the year ended 31 March 2020

---

**Ombudsman/tribunals familiarisation** – the working group will continue to meet over the year and take forward the initiative in three jurisdictions. SEND tribunal and Local Government and Social Care Ombudsman; and the Housing Ombudsman and Property Chamber will continue to build their relationship. The Parliamentary and Health Services Ombudsman will explore working with the First– tier asylum and immigration tribunal or social security tribunal and share their progress with the working group.

**First instance decision–making report** – the Advice Sector Panel will work with an economist on their project on showing an individual's journey through the system and the financial cost to the government. The findings will be built into the JUSTICE/AJC Benefits Reform Working Party. Due to the impact of COVID–19 on the number of new benefit applications this project may be pushed to the latter part of the year with the focus being on how the advice sector has been impacted in these unprecedented times. It is anticipated that in 3–6 months there will be a spike in the number of appeals to tribunals and need for advice from the advice sector.

**Benefits Reform Working Party** – The AJC is collaborating with JUSTICE on a joint Benefits Reform Working Party. The working party will look at the benefits system holistically and include sub–groups on decision–making, tribunal processes and claimant support. Membership includes members of the AJC along with other stakeholders.

The Academic Panel will organise a number of webinars over the year on topics related to administrative justice. The next Webinar will take on 20<sup>th</sup> July as a follow–up to webinar on the impact of COVID–19 on the administrative justice system. The End of Year conference has been postponed until the Autumn and will take place via a series of webinars.

We have our Annual General Meeting and Tom Sargant Annual Lecture will take place remotely in October with Vera Baird DBE QC giving the lecture.

We are coming to the end of our four–year strategy from 2017–2020, and over the summer will be evaluating our performance against it and elaborating a strategy for the coming period. The last four years have seen us consolidate our work and grow our legal team; I look forward to the opportunities for JUSTICE ahead.

Finally, I would like to thank our members, donors, funders and staff for their continued support, without which none of the work in this report would be possible and we would be unable to complete our plans for the year ahead.

*Andrea* .



## Structure, governance and management

### Staffing and volunteers

JUSTICE has a small staff team, which has been slowly growing over the past couple of years. We had a few staff changes this year with Ellen Lefley, joining us as cover for Stephanie Needleman whilst she was off on maternity leave. Ellen was kept on full-time upon Stephanie's return; Robbie Stern moving to a full-time role as Senior Legal Fellow and Daniel Hooper our Membership Coordinator left for pastures new. We were also able to offer a number of new Legal Fellowships this year to Siven Watt, Abby Buttle and Emma Small. These fellowships were in addition to our normal legal internships.

This has increased our permanent staff complement to twenty, twelve full-time and eight part-time employees, including interns, working in legal and fundraising capacities. 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

### Trustees' annual report

For the year ended 31 March 2020

---

#### 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.

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.

In line with the recommendations of the UK Charity Governance Review 2016. Board members can only serve for two three-year terms and the Chair for one term, of four years. Only one of our Board members had been a Board for over 6 years, Amanda Finlay who joined in 2010 stood 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.

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 2019–20 were:

Rachel Sexton (Treasurer), Walter Merricks CBE (Chair of the JUSTICE Board), Nick Benson, Liz Campbell, Manu Duggal and Christina Liciaga.

The Finance Committee met four times in 2019–20. Meetings were also attended by the JUSTICE Director and Director of Operations.

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 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 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.

In the last quarter of 2019/20 financial year, an independent review was carried out of JUSTICE salary scales and a benchmarking exercise undertaken for both the salary scales and the Director's salary. Following years of pay stagnation, this resulted in new salary scales being adopted, the movement of some staff across scales and an increase to all staff salaries.

## 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.

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.

## JUSTICE

### Trustees' annual report

For the year ended 31 March 2020

---

### 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 21 July 2020 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 2020 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 2020 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.



### 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)

24 July 2020

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 2020

	Note	Endowment Fund £	Restricted Funds £	Unrestricted Funds £	2020 Total £	Endowment Fund £	Restricted Funds £	Unrestricted Funds £	2019 Total £
<b>Income from:</b>									
Donations and legacies	2	–	10,000	504,956	<b>514,956</b>	–	–	546,194	546,194
Charitable activities									
Research and education	3	–	192,148	96,593	<b>288,741</b>	–	150,209	65,581	215,790
Membership	3	–	–	98,842	<b>98,842</b>	–	–	98,282	98,282
Other trading activities									
Fundraising		–	–	22,240	<b>22,240</b>	–	–	20,705	20,705
Rental income		–	–	31,467	<b>31,467</b>	–	–	11,205	11,205
Investments		–	–	7,835	<b>7,835</b>	–	–	8,657	8,657
<b>Total income</b>		<b>–</b>	<b>202,148</b>	<b>761,933</b>	<b>964,081</b>	<b>–</b>	<b>150,209</b>	<b>750,624</b>	<b>900,833</b>
<b>Expenditure on:</b>									
Raising funds		645	–	111,143	<b>111,788</b>	2,966	–	176,041	179,007
Charitable activities									
Research and education		2,929	188,514	564,860	<b>756,303</b>	8,604	150,016	429,840	588,460
Membership		405	–	63,437	<b>63,842</b>	1,329	–	69,425	70,754
<b>Total expenditure</b>	4a	<b>3,979</b>	<b>188,514</b>	<b>739,440</b>	<b>931,933</b>	<b>12,899</b>	<b>150,016</b>	<b>675,306</b>	<b>838,221</b>
<b>Net income / (expenditure) before investments</b>		<b>(3,979)</b>	<b>13,634</b>	<b>22,493</b>	<b>32,148</b>	<b>(12,899)</b>	<b>193</b>	<b>75,318</b>	<b>62,612</b>
Net (loss) / gain on investments		(13,396)	–	(10,238)	<b>(23,634)</b>	3,922	–	(717)	3,205
<b>Net income / (expenditure) for the year</b>	5	<b>(17,375)</b>	<b>13,634</b>	<b>12,255</b>	<b>8,514</b>	<b>(8,977)</b>	<b>193</b>	<b>74,601</b>	<b>65,817</b>
Transfers between funds		–	–	–	–	8,920	–	(8,920)	–
<b>Net movement in funds</b>		<b>(17,375)</b>	<b>13,634</b>	<b>12,255</b>	<b>8,514</b>	<b>(57)</b>	<b>193</b>	<b>65,681</b>	<b>65,817</b>
<b>Reconciliation of funds:</b>									
Total funds brought forward		417,547	31,336	553,096	<b>1,001,979</b>	417,604	31,143	487,415	936,162
<b>Total funds carried forward</b>		<b>400,172</b>	<b>44,970</b>	<b>565,351</b>	<b>1,010,493</b>	<b>417,547</b>	<b>31,336</b>	<b>553,096</b>	<b>1,001,979</b>

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 2020

	Note	Endowment £	Restricted £	Unrestricted £	2020 £	Endowment £	Restricted £	Unrestricted £	2019 £
<b>Fixed assets:</b>									
Tangible assets	10	314,307	–	19,413	<b>333,720</b>	318,286	–	16,564	334,850
Investments	11	85,865	–	168,560	<b>254,425</b>	99,261	–	178,798	278,059
		<u>400,172</u>	<u>–</u>	<u>187,973</u>	<b>588,145</b>	<u>417,547</u>	<u>–</u>	<u>195,362</u>	<u>612,909</u>
<b>Current assets:</b>									
Debtors	12	–	–	45,531	<b>45,531</b>	–	–	60,290	60,290
Cash at bank and in hand		–	44,970	407,485	<b>452,455</b>	–	31,336	358,692	390,028
		<u>–</u>	<u>44,970</u>	<u>453,016</u>	<b>497,986</b>	<u>–</u>	<u>31,336</u>	<u>418,982</u>	<u>450,318</u>
<b>Liabilities:</b>									
Creditors: amounts falling due within one year	13	–	–	75,638	<b>75,638</b>	–	–	61,248	61,248
		<u>–</u>	<u>44,970</u>	<u>377,378</u>	<b>422,348</b>	<u>–</u>	<u>31,336</u>	<u>357,734</u>	<u>389,070</u>
<b>Net current assets</b>		<u>–</u>	<u>44,970</u>	<u>377,378</u>	<b>422,348</b>	<u>–</u>	<u>31,336</u>	<u>357,734</u>	<u>389,070</u>
<b>Total net assets</b>		<u>400,172</u>	<u>44,970</u>	<u>565,351</u>	<b>1,010,493</b>	<u>417,547</u>	<u>31,336</u>	<u>553,096</u>	<u>1,001,979</u>
<b>The funds of the charity:</b>									
Endowment fund	15a	400,172	–	–	<b>400,172</b>	417,547	–	–	417,547
Restricted funds		–	44,970	–	<b>44,970</b>	–	31,336	–	31,336
Unrestricted funds		–	–	–	<b>–</b>	–	–	–	–
Designated funds		–	–	150,000	<b>150,000</b>	–	–	185,000	185,000
General funds		–	–	415,351	<b>415,351</b>	–	–	368,096	368,096
		<u>–</u>	<u>–</u>	<u>565,351</u>	<b>565,351</b>	<u>–</u>	<u>–</u>	<u>553,096</u>	<u>553,096</u>
<b>Total unrestricted funds</b>		<u>–</u>	<u>–</u>	<u>565,351</u>	<b>565,351</b>	<u>–</u>	<u>–</u>	<u>553,096</u>	<u>553,096</u>
<b>Total charity funds</b>		<u>400,172</u>	<u>44,970</u>	<u>565,351</u>	<b>1,010,493</b>	<u>417,547</u>	<u>31,336</u>	<u>553,096</u>	<u>1,001,979</u>

Approved by the trustees on 21 July 2020 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 2020

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

	2020 £	2019 £
<b>Net income / (expenditure) for the reporting period (as per the statement of financial activities)</b>	<b>8,514</b>	<b>65,817</b>
Depreciation charges	15,711	12,899
(Gains)/losses on investments	23,634	(3,205)
Dividends, interest and rent from investments	(7,835)	(8,657)
(Increase)/decrease in debtors	14,759	(19,485)
Increase/(decrease) in creditors	14,390	11,153
<b>Net cash provided by / (used in) operating activities</b>	<b>69,173</b>	<b>58,522</b>

	2020 £	£	2019 £	£
<b>Cash flows from operating activities</b>				
<b>Net cash provided by operating activities</b>		<b>69,173</b>		<b>58,522</b>
<b>Cash flows from investing activities:</b>				
Dividends, interest and rents from investments	7,835		8,657	
Purchase of fixed assets	(14,581)		(13,202)	
Loss on disposal of fixed assets	-		1,054	
Purchase of investments	-		-	
<b>Net cash provided by investing activities</b>		<b>(6,746)</b>		<b>(3,491)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>62,427</b>		<b>55,031</b>
Cash and cash equivalents at the beginning of the year		390,028		334,997
<b>Cash and cash equivalents at the end of the year</b>		<b>452,455</b>		<b>390,028</b>

**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) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) 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.

**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 2020

## 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.

	2020	2019
● Research and education	64%	58%
● Membership	9%	9%
● Support costs	10%	10%
● Governance costs	3%	3%
● Fundraising	14%	20%

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	74%
● Membership	9%
● Fundraising	17%

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.



**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 2020

## 2 Donations and legacies

	Restricted £	Unrestricted £	2020 Total £	Restricted £	Unrestricted £	2019 Total £
General Donations	10,000	154,221	164,221	-	154,491	154,491
Friends	-	36,067	36,067	-	34,697	34,697
JUSTICE60 Donations	-	307,700	307,700	-	334,500	334,500
Legacies	-	1,000	1,000	-	-	-
Donated services	-	5,968	5,968	-	22,506	22,506
	10,000	504,956	514,956	-	546,194	546,194

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 and provided Human Resources support.

## 3 Income from charitable activities

	Restricted £	Unrestricted £	2020 Total £	Restricted £	Unrestricted £	2019 Total £
Trust and Foundations						
AB Charitable Trust	-	-	-	-	20,000	20,000
The Alexander Mosely Charitable Trust	-	25,000	25,000	-	-	-
Allen and Overy Foundation	-	10,000	10,000	-	10,000	10,000
The Barrow Cadbury Trust	10,000	-	10,000	-	-	-
The Blagrove Trust	15,000	-	15,000	-	-	-
The Dawes Trust	-	-	-	14,947	-	14,947
Evan Cornish Foundation	-	7,500	7,500	-	-	-
The HSM Charitable Trust	-	600	600	-	600	600
Laura Kinsella Foundation	-	1,000	1,000	-	-	-
Legal Education Foundation:						
21st Century Access to Justice	22,822	-	22,822	30,429	-	30,429
Administrative Justice Council	24,375	-	24,375	12,500	-	12,500
The Leri Charitable Trust	10,000	-	10,000	-	-	-
Paul Hamlyn Foundation	-	-	-	33,333	-	33,333
Persula Foundation	-	-	-	7,500	-	7,500
The Stewarts Foundation	-	6,000	6,000	-	6,000	6,000
Therium Access	45,000	-	45,000	-	-	-
Treebeard Trust	-	15,000	15,000	-	-	-
Trust for London	15,000	-	15,000	15,000	-	15,000
Other:						
Garden Court Chambers	-	-	-	-	1,000	1,000
Herbert Smith Freehills LLP	-	5,000	5,000	-	5,000	5,000
Howard Kennedy LLP	3,151	-	3,151	-	-	-
Matrix Chambers	-	-	-	3,000	-	3,000
Ministry of Justice	20,000	-	20,000	27,500	-	27,500
Morrison & Foerster (UK) LLP	9,800	-	9,800	6,000	-	6,000
Society of the Holy Child Jesus	7,000	-	7,000	-	-	-
Travers Smith	10,000	-	10,000	-	-	-
The Worshipful Company of Arbitrators	-	5,000	5,000	-	-	-
Education:						
Conferences	-	18,565	18,565	-	17,860	17,860
Publications	-	747	747	-	703	703
Consultancy	-	-	-	-	-	-
Other	-	2,181	2,181	-	4,418	4,418
Sub-total for research and education	192,148	96,593	288,741	150,209	65,581	215,790
Membership	-	98,842	98,842	-	98,282	98,282
Sub-total for membership	-	98,842	98,842	-	98,282	98,282
Total income from charitable activities	192,148	195,435	387,583	150,209	163,863	314,072

# JUSTICE

## Notes to the financial statements

For the year ended 31 March 2020

### 4a Analysis of expenditure

	Charitable activities					2020 Total £	2019 Total £
	Cost of raising funds £	Research & education £	Membership £	Governance costs £	Support costs £		
Staff costs (Note 6)	62,256	594,768	40,022	13,341	44,468	<b>754,855</b>	631,999
Premises costs	3,883	17,752	2,496	832	2,774	<b>27,737</b>	44,730
Office costs	9,110	61,606	5,931	1,952	6,507	<b>85,106</b>	82,495
Publications/printing/design	-	127	3,601	-	-	<b>3,728</b>	7,263
Training, seminars and conferences	-	12,797	-	-	-	<b>12,797</b>	11,763
Fundraising costs	20,740	-	3,178	-	-	<b>23,918</b>	32,482
Professional fees	-	-	-	7,980	-	<b>7,980</b>	14,570
Depreciation	2,200	10,055	1,414	471	1,571	<b>15,711</b>	12,899
Other costs	-	-	-	101	-	<b>101</b>	20
	<b>98,189</b>	<b>697,105</b>	<b>56,642</b>	<b>24,677</b>	<b>55,320</b>	<b>931,933</b>	<b>838,221</b>
Support costs	9,404	40,937	4,979	-	(55,320)	-	-
Governance costs	4,195	18,261	2,221	(24,677)	-	-	-
<b>Total expenditure 2020</b>	<b>111,788</b>	<b>756,303</b>	<b>63,842</b>	<b>-</b>	<b>-</b>	<b>931,933</b>	
Total expenditure 2019	179,007	588,460	70,754	-	-	-	838,221

# JUSTICE

## Notes to the financial statements

For the year ended 31 March 2020

### 4b Analysis of expenditure

	<u>Charitable activities</u>					2019 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
Premises costs	8,946	25,943	4,026	1,342	4,473	44,730
Office costs	11,348	56,742	7,029	1,702	5,674	82,495
Publications/printing/design	-	4,198	3,065	-	-	7,263
Training, seminars and conferences	-	11,763	-	-	-	11,763
Fundraising costs	32,369	-	113	-	-	32,482
Professional fees	-	-	-	14,570	-	14,570
Depreciation	2,580	7,481	1,161	387	1,290	12,899
Other costs	-	-	-	-	20	20
Irrecoverable VAT	-	-	-	-	-	-
	157,017	524,400	61,192	33,267	62,345	838,221
Support costs	14,339	41,771	6,235	-	(62,345)	-
Governance costs	7,651	22,289	3,327	(33,267)	-	-
<b>Total expenditure 2019</b>	<b>179,007</b>	<b>588,460</b>	<b>70,754</b>	<b>-</b>	<b>-</b>	<b>838,221</b>

# JUSTICE

## Notes to the financial statements

### For the year ended 31 March 2020

---

#### 5 Net income / (expenditure) for the year

This is stated after charging / crediting:

	2020 £	2019 £
Depreciation charge for the year	15,711	12,899
Auditor's remuneration (excluding VAT): Audit services	<u>6,650</u>	<u>6,550</u>

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

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	623,098	526,076
Social security costs	61,239	50,345
Employer's contribution to defined contribution pension schemes	58,009	48,287
Redundancy and termination costs	2,433	-
Salary Admin (re: childcare vouchers)	93	93
Staff training/practising certificate	5,071	5,802
Consultancy	4,316	998
Staff recruitment	595	398
	<u>754,855</u>	<u>631,999</u>

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

	2020 No.	2019 No.
£80,000 – £89,999	<u>1</u>	<u>1</u>

The total employee benefits including pension contributions and employer's national insurance of the key management personnel were £308,517 (2019: £274,434).

The charity Board members were not paid nor received any other benefits from employment with the charity in the year (2019: £nil). No Board member received payment for professional or other services supplied to the charity (2019: £nil).

## Notes to the financial statements

## For the year ended 31 March 2020

## 7 Staff numbers

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

	2020 Employed No.	2020 FTE No.	2019 Employed No.	2019 FTE No.
Raising funds	2.9	2.4	3.2	2.7
Research and education	12.8	10.8	9.3	7.9
Membership	1.6	1.4	1.5	1.3
Support	2.1	1.8	1.6	1.3
Governance	0.6	0.5	0.4	0.4
	<b>20.0</b>	<b>16.9</b>	16.0	13.6

## 8 Related party transactions

Aggregate donations from related parties were £31,661 (2019: £42,090).  
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 £
<b>Cost or valuation</b>					
At the start of the year	397,862	25,180	1,000	54,400	478,442
Additions in year	-	-	-	14,581	14,581
Disposals	-	-	(1,000)	(16,406)	(17,406)
At the end of the year	397,862	25,180	-	52,575	475,617
<b>Depreciation</b>					
At the start of the year	79,576	25,180	1,000	37,836	143,592
Charge for the year	3,979	-	-	11,732	15,711
Disposals	-	-	(1,000)	(16,406)	(17,406)
At the end of the year	83,555	25,180	-	33,162	141,897
<b>Net book value</b>					
At the end of the year	314,307	-	-	19,413	333,720
At the start of the year	318,286	-	-	16,564	334,850

All of the above assets are used for charitable purposes.

# JUSTICE

## Notes to the financial statements

### For the year ended 31 March 2020

#### 11 Listed investments

	2020 £	2019 £
Fair value at the start of the year	278,059	274,854
Additions at cost	-	-
Net gain / (loss) on change in fair value	(23,634)	3,205
	<u>254,425</u>	<u>278,059</u>
Fair value at the end of the year	<u>254,425</u>	<u>278,059</u>

#### Investments comprise:

	2020 £	2019 £
UK Common investment funds	254,425	278,059
	<u>254,425</u>	<u>278,059</u>

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

	2020 £	2019 £
CCLA COIF Fixed Interest Fund	119,253	118,798
Charishare Common Investment Fund	135,172	159,261
	<u>119,253</u>	<u>118,798</u>
	<u>135,172</u>	<u>159,261</u>

#### 12 Debtors

	2020 £	2019 £
Other debtors	3,264	4,072
Prepayments	16,546	12,852
Accrued income	25,721	43,366
	<u>45,531</u>	<u>60,290</u>

#### 13 Creditors: amounts falling due within one year

	2020 £	2019 £
Trade creditors	10,213	735
Rent received in advance	14,082	11,293
Taxation and social security	17,083	16,642
Pension contributions payable	5,863	4,760
Accruals	28,397	27,818
	<u>75,638</u>	<u>61,248</u>

JUSTICE

Notes to the financial statements

For the year ended 31 March 2020

14a Movements in funds (current year)

	At 1 April 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2020 £
<b>Endowment fund</b>	417,547		(17,375)	-	<b>400,172</b>
<b>Restricted funds:</b>					
Mental Health and Fair Trial	6,702	-	(6,702)	-	-
Strengthening 21st Century Access to Justice	(544)	22,822	(22,278)	-	-
Capital Campaign	5,000	-	-	-	<b>5,000</b>
Immigration and Asylum	-	10,000	(6,249)	-	<b>3,751</b>
Administrative Justice Council	11,178	59,375	(64,508)	-	<b>6,045</b>
Longford Trust Internship	-	10,000	(10,000)	-	-
School exclusions Working Party	3,000	7,000	(10,000)	-	-
When things go wrong Working Party	6,000	9,800	(15,800)	-	-
Racial Disparity in Youth Justice Working	0	35,000	(34,826)	-	<b>174</b>
Solving Housing Disputes Working	-	3,151	(3,151)	-	-
Therium Access grant	-	45,000	(15,000)	-	<b>30,000</b>
<b>Total restricted funds</b>	<b>31,336</b>	<b>202,148</b>	<b>(188,514)</b>	<b>-</b>	<b>44,970</b>
<b>Unrestricted funds:</b>					
Designated fund – Working Parties	185,000	-	(140,703)	105,703	<b>150,000</b>
General funds	368,096	751,695	(598,737)	(105,703)	<b>415,351</b>
<b>Total unrestricted funds</b>	<b>553,096</b>	<b>751,695</b>	<b>(598,737)</b>	<b>(105,703)</b>	<b>565,351</b>
<b>Total funds</b>	<b>1,001,979</b>	<b>953,843</b>	<b>(804,626)</b>	<b>(105,703)</b>	<b>1,010,493</b>

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



## Notes to the financial statements

## For the year ended 31 March 2020

## 14b Movements in funds (prior year)

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

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**

The Persula Foundation supported JUSTICE's follow up work to our 2017 Mental Health and Fair Trial working party report. The report examined the substantive and procedural problems in identifying and responding to the needs of people with mental health concerns in the criminal justice system. Much progress was made during the year on this project. We reconvened members of the Working Party, to respond to consultations issued by the CPS and Sentencing Council on proposed guidance, which our recommendations had sought.

**14 Movements in funds (continued)**

**Strengthening 21st Century Access to Justice**

2019 saw us complete a three-year project on strengthening 21st Century Access to Justice which was supported by The Legal Education Foundation. This project aimed 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.

**JUSTICE Capital Campaign**

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

**Immigration and Asylum**

The Leri Charitable Trust is supporting our work on Immigration and Asylum. We are extremely pleased with the response to our 2018 report Immigration and Asylum: A Fresh Look from actors in the immigration and asylum field. Work this year has concentrated on ensuring the digitisation of the immigration and asylum tribunal system improves access to justice.

**Administrative Justice Council**

The Administrative Justice Council was set up to ensure that the administrative justice system is 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. The Council is funded by the Ministry of Justice, The Legal Education Foundation and Trust for London.

**Longford Trust Internship**

This year saw us host an intern from the Longford Trust, who joined the JUSTICE team for six months. The internship saw a former prisoner, who had studied law with the support of the Longford Trust work with our lawyers primarily on reform of the criminal justice system. A great success, the internship provided the intern with valuable policy experience while enriching JUSTICE's work with invaluable lived experience. This internship was kindly funded additionally by one of our JUSTICE60 donors.

**School exclusions Working Party**

Matrix Chambers supported our working party on Challenging School Exclusions with a grant in 2018-19 and The Society for the Holy Jesus Child has agreed to support the implementation of its report's recommendations with a one-year grant in this financial year. This report examines the processes used to make and review a decision to exclude permanently a pupil in England and identifies serious weaknesses within the current system.

**When Things Go Wrong Working Party**

Morrison & Foerster (UK) LLP are supporting our working party When Things Go Wrong, which was convened in July 2019 and expects to report in September 2020. Chaired by Sir Robert Owen, this Working Party is focussing on the justice system's response to catastrophic loss of life.

## Notes to the financial statements

## For the year ended 31 March 2020

## 14 Movements in funds (continued)

**Racial Disparity in Youth Justice Working Party**

Barrow Cadbury Trust, The Blgrave Trust, and Travers Smith LLP are supporting our working party on Racial Disparity in Youth Justice. This working party, chaired by Sandra Paul, seeks to examine the causes of BAME disproportionality among children in the criminal justice system and will make practical recommendations with a view to reducing that disproportionality. More generally, it seeks to ensure that children are not needlessly criminalised by improving the attitudes, processes and procedures in the youth justice system.

**Therium Access grant**

Therium Access are contributing a one year grant towards salary costs to help JUSTICE continue their work reforming the United Kingdom's justice system to increase access to justice and protect human rights for everyone.

**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	314,307	–	–	19,413	333,720
Investments	85,865	–	–	168,560	254,425
Net current assets	–	44,970	150,000	227,378	422,348
<b>Net assets at the end of the year</b>	<b>400,172</b>	<b>44,970</b>	<b>150,000</b>	<b>415,351</b>	<b>1,010,493</b>

## 15b Analysis of net assets between funds (prior 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
<b>Net assets at the end of the year</b>	<b>417,547</b>	<b>31,336</b>	<b>185,000</b>	<b>368,096</b>	<b>1,001,979</b>

## 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	
	2020 £	2019 £
Less than one year	1,162	–
Two to five years	4,646	–
	<b>5,808</b>	<b>–</b>

## JUSTICE

### Notes to the financial statements

#### For the year ended 31 March 2020

---

#### 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 2020 £	2019 £
Less than one year	29,500	26,018
One to five years	21,027	50,527
	<u>50,527</u>	<u>76,545</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.