



JUSTICE

ANNUAL REPORT

2019 – 2020



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

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

OUR VISION AND MISSION

We work towards achieving our vision in three key ways:

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

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

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

1

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

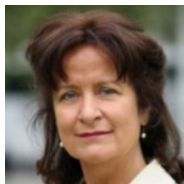
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STRENGTHENING THE LAW AND LEGAL PROCESSES BY REFERENCE TO INTERNATIONAL AND COMPARATIVE BEST PRACTICE, LOOKING ACROSS JURISDICTIONS, ACROSS TYPES OF LAW AND ACROSS THE LEGAL PROFESSION.

3

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

FROM THE PRESIDENT



I am so proud of JUSTICE's work as set out in this report. The subjects tackled over the past year – judicial diversity, school exclusions, inquiry and inquest procedures, housing disputes, racial disparity in youth justice, benefits decision making and more – could not be more urgent or important for our society or legal system. These issues are complex and contentious, and it is a credit to JUSTICE that it is willing to take them on and to propose change. As ever, JUSTICE's members have stepped up to serve on working parties and to submit evidence, with their depth of knowledge and insight reflected throughout JUSTICE's work. My huge thanks to our members and supporters who have made all this work possible.

2020 is obviously a very difficult and distressing year. However, JUSTICE has been able to move swiftly online and continue to deliver not only great legal work, but an expanded programme of events. Following years of under investment, this year has seen a crisis in our courts. As court business has moved online, JUSTICE has met the challenge of monitoring accessibility and fairness. As a criminal barrister, I have been heartened by JUSTICE's deep commitment to jury trials and by its willingness to explore ways of protecting them in an age of physical distancing.

At first, I was deeply sceptical of the virtual jury trial experiment but, having seen it in action, I can see real potential for its use for certain types of offences. At a time when problems abound and solutions are elusive, we are lucky to have JUSTICE coming up with practical, creative and evidence-based options for policy makers. I hope that you will all dip into the virtual jury trial online and read the academic evaluations of the work.

I know that I speak for all members in congratulating and thanking Andrea and her incredible team. And two extra thank yous. First to Walter Merricks CBE, who has chaired the Board of JUSTICE with great wisdom over the last four years and will retire at the upcoming AGM. Second, to Karyl Nairn QC, who continues to lead our fundraising efforts, including through the wonderful JUSTICE60. We are indebted to them both.

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

BARONESS KENNEDY OF THE SHAWS QC
PRESIDENT, JUSTICE COUNCIL

FROM THE DIRECTOR



This Annual Report covers what seems like a very long year. Despite the uncertainty of these times, JUSTICE has continued to deliver the outstanding reports, briefings and consultation responses and events outlined in these pages. There is so much in the justice system that is ripe, indeed overdue for reform, and our input and influence has never been more important. Five years of work on digitisation and access to justice has come into its own over the last six months, and we have been able to progress other work from our own homes. My huge thanks to the flexibility, trust and willing of supporters, who have been prepared to give new ways of working a go and see them succeed.

As social isolation took hold in late March, we decided to hold more online members' events, with the content delivered by other members – our first *Career Conversations* series, senior judges speaking about their courts in an age of coronavirus, and a fantastic online Human Rights Conference. We've been able to get out of London and engage directly with our members around the country and with speakers internationally. Difficult as this time is, there are many lessons to take into a post-corona world. One of the highlights of this period for me has been a significant growth in our membership. More members mean more experiences and expertise for us to call upon and increased reach and influence. Over the coming

months we will be working on our strategy for the next four years and I look forward to hearing from you about what we might usefully work on in the justice space.

Like many charities, JUSTICE has experienced a decline in income over the pandemic. We have cut our cloth accordingly and are exploring new funding sources and approaches. If you have suggestions of trusts or foundations, corporates or individuals who may be interested in supporting our work, please do not hesitate to get in touch. Over the years, introductions from JUSTICE members have seen amazing sources of funds open to up to us.

Finally, I'd like to thank Walter, Helena and Karyl who continue to be stalwarts of JUSTICE. And our amazing staff who are clever, creative and fun, and who work their socks off. At our 60th anniversary dinner a few years ago, Lord Neuberger spoke of JUSTICE feeling like a family. To me it certainly does, and one I appreciate even more this year. Thank you.

Andrea

ANDREA COOMBER
DIRECTOR

RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

JUSTICE has continued to use the expertise of our members with working parties making recommendations for modernising the justice system. 2019-20 has been another busy year, with the launch of four working party reports and two new groups starting work.

CHALLENGING SCHOOL EXCLUSIONS

In November 2019, JUSTICE published the working party report *Challenging School Exclusions*, chaired by Professor Richard de Friend. The report calls for significant change to the current system, including better training for schools on excluding pupils, a new Independent Reviewer of individual exclusion decisions and the possibility of appealing to a judge-led tribunal.

The number of permanent and fixed term exclusions in England has risen year on year since 2012, with a rate of permanent exclusions which far outstrips that of Wales, Northern Ireland and Scotland. The effects of exclusion are concerningly inconsistent, disproportionately affecting children with special educational needs and disability, as well as those from minority groups. Any exclusion interferes with a child's right to an education and permanent exclusions in particular can have far-reaching and serious consequences for a child's future.

The 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. The working party found that schools have an inconsistent understanding of their Equality Act duties, that the governors' board review is ineffective and lacks independence, and that Independent Review Panels do not have adequate powers to reinstate or order alternatives for the pupil, even if the exclusion was unlawful.

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.

Our thanks to Matrix Chambers and The Society for the Holy Jesus Child for part funding this work. We are also grateful to Sidley Austin LLP for its support of the working party.

'We are proud to have been a member of the working party that contributed to this report and welcome the report's recommendations for reforming the process for families seeking to challenge unfair exclusions.'

Alex Temple, Just for Kids Law

RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

INCREASING JUDICIAL DIVERSITY: AN UPDATE

In January 2020, JUSTICE published the working party report *Increasing Judicial Diversity: An Update*. This Update builds on JUSTICE's 2017 *Increasing Judicial Diversity* report, which explored the structural barriers faced by women, BAME communities, solicitors and those from lower socio-economic backgrounds in reaching the Bench. It assesses the progress that has been made since 2017, outlines areas that remain of critical concern and makes further recommendations for improving judicial diversity.

Analysing appointments data since 2017, the working party found that despite the clear case for increased judicial diversity, progress has remained slow.

Although there have been some welcome headline achievements – including two more women Justices appointed to the Supreme Court, the appointment of four more solicitors to the High Court and the appointment of Sir Rabinder Singh to the Court of Appeal – most appointments to the senior courts have continued much as before. There has been some improvement in the percentages of women appointed to the Circuit and High Court bench, however the overall numbers remain low meaning that progress is fragile. 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 and the judiciary. 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.

Our thanks to Bryan Cave Leighton Paisner LLP for its support of the working party.

'Judicial diversity, or the lack thereof, is back in the headlines after JUSTICE, an influential thinktank, lambasted the lack of progress in the three years since it recommended 'targets with teeth'.

Monidipa Fouzder, *The Law Society Gazette*



RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

SOLVING HOUSING DISPUTES

In March 2020 JUSTICE published the working party report *Solving Housing Disputes*, chaired by Andrew Arden QC and supported by Howard Kennedy and Charles Russell Speechlys.

Too many people in England and Wales find it difficult to enforce access to housing or other housing rights. Over the past decade, homelessness has more than doubled and early legal advice and intervention to address housing problems, homelessness and associated or underlying issues has been greatly attenuated by cuts to civil legal aid. This has caused large parts of the housing advice sector to collapse, resulting in “advice deserts”, while local authorities are struggling under the demand for homelessness assistance. Beyond this context, housing dispute resolution suffers from disaggregation: there are too many places a person might go to resolve a dispute, with adversarial processes that can be difficult to access, navigate and understand for lay people. There is also lack of coherence in regulatory application and oversight and a need for greater emphasis on early resolution and conciliatory measures.

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 features 54 recommendations and is set out in two parts, making the case:

- First, for a future model of dispute resolution, the Housing Dispute Service (HDS)
- Second, irrespective of whether the HDS is introduced, for essential reforms to the current system.

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. The proposal offers a new approach premised not just on dealing with individual disputes, but rather on remedying underlying issues that give rise to housing claims and sustaining tenant-landlord relationships beyond the life of the dispute. The proposal for a fully formed HDS is bold, ambitious and will require significant time and investment. It will need rigorous evaluation through a pilot phase. If the pilot shows positive results, in the longer term the HDS will need to be integrated with and replace elements of the current system.

The HDS is not an idea accepted by all our members and was opposed by the tenant lawyers we consulted. For many, the solution to current problems is to remedy austerity era policies. Nevertheless, the majority of the working party consider that the HDS could offer a better outcome for all parties to housing

RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

disputes than the current system and is worth exploring – carefully, in limited scope, against relevant criteria and with advisory input from all relevant professional groups. The second part of the report makes an array of procedural recommendations. These include urgent review of the housing advice landscape, with particular attention on advice deserts and flexibility in the use of public buildings for hearings in areas affected by court closures; simplification of pre-action protocols; and stronger encouragement in case procedures for alternative dispute resolution. The report also calls for greater support for people at risk of homelessness, so they can more easily access local authority assistance and the courts.

Finally the working party built on the Ministry of Housing, Communities and Local Government proposal for a Housing Complaints Resolution Service. We recommend a single-entry website that consolidates all types of housing dispute processes across courts, tribunals, tenancy deposit and Ombudsmen schemes through which all advice, structured guidance, ADR, procedural assistance and specialist adjudication could be accessed.

'I firmly support the main proposal in this report. Short sighted criticisms should not deflect objective observers from proceeding with sensible and needed modernisation, especially where the plan is bold and transformative – and would work well in helping people who need help.'

Professor Christopher Hodges
Centre for Socio-Legal Studies, Oxford University

WHEN THINGS GO WRONG: THE RESPONSE OF THE JUSTICE SYSTEM

In August 2020, JUSTICE published *When Things Go Wrong: the response of the justice system*, chaired by Robert Owen. The report focusses on the justice system's response to catastrophic events or systemic failings which result in loss of life or injury.

The working party was convened in recognition that the legal processes designed to understand these events, and prevent recurrence, are too often hindered by delay and duplication, insufficient participation of bereaved people and survivors and a lack of formal implementation and oversight mechanisms following the close of an inquest or inquiry. For many affected by disasters, the legal system has only served to exacerbate their grief and trauma.

The working party makes 54 recommendations. Underpinning all of the recommendations is the need to prioritise bereaved people and survivors, as well as targeting ineffectiveness and the institutional defensiveness which has become corrosive of public trust in many inquests and inquiries. A number of the recommendations draw on the user-centric principles in our 2019 working party report, *Understanding Courts*. In addition to proposals for improvements to current processes, the working party recommends the establishment of new bodies and processes, such as a special procedure inquest for investigating mass fatalities and

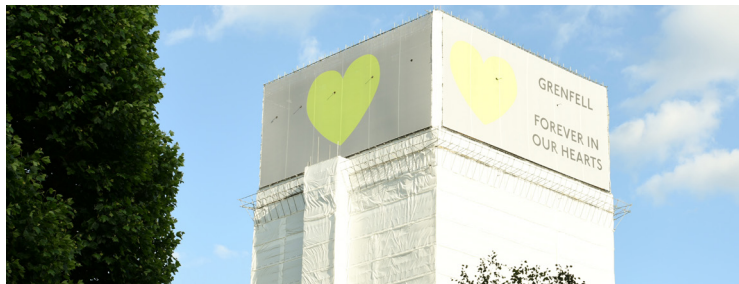
RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

deaths linked by systemic failures. The final chapter, dedicated to ensuring systemic change, recommends an independent oversight body to monitor implementation of inquest and inquiry recommendations, whose work would aid scrutiny by parliamentary committees. Overall, the working party's timely contribution seeks to ensure that the justice system's response when things go wrong is consistent, open, timely, coherent and readily understandable.

Our thanks to Morrison and Foerster LLP for their generous support of the working party.

'For many years, we have needed a public inquiry into public inquiries. Some of the deficiencies in our investigations of major public disasters stem from the failure of successive UK governments to set such an investigation up. Now, though, we have the next best thing: an inquiry by the all-party law reform and human rights group JUSTICE.'

Joshua Rozenberg QC



WORKING PARTIES IN PROGRESS

- **Reforming Benefits Decision-Making**, chaired by Lord Low of Dalston CBE and with generous corporate support from Black Rock and Weil, Gotshal & Manges, this joint JUSTICE and Administrative Justice Council project aims to improve the benefits decision-making system for claimants.
- **Racial Disparity in the Youth Justice System**, chaired by Sandra Paul and with generous corporate support from Travers Smith is examining why, despite only making up 18% of the 10-17-year-old population, BAME children represent 51% of the youth custodial estate. The working party is aiming to address this disparity by tackling biased perceptions throughout the system and taking a truly child-centred approach to youth justice.
- **Access to Justice for Separating Families**, will scrutinise the process of seeking the Family Court's help with child arrangements. It will aim to make safe, fair and sustainable outcomes more accessible to families, focusing on vulnerable court users, unrepresented litigants and the child(ren) at the centre of each dispute. The working party will commence in September 2020 and look to report in early 2021.

RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

JUSTICE IN AN AGE OF CORONAVIRUS

JUSTICE is engaging extensively with Her Majesty's Courts and Tribunal Service (HMCTS) over the impact of COVID-19 on the courts and tribunals. We are concerned that courts and tribunals should continue to afford access to justice as far as possible during this emergency period. We have contributed to HMCTS thinking on principles for conducting fair video hearings, assisting in the design of questions for consultation and preparing a response described as "extremely thorough and useful." This is being fed into cross jurisdictional plans for audio-visual research, guidance and design of the technical solution.

Ensuring fairness in socially distanced trials

On 23 March 2020, all new jury trials were suspended because of fears that they might contribute to the spread of COVID-19. The suspension meant that those remanded in custody faced an indefinite period deprived of their liberty without a determination of guilt. Parties and witnesses also faced increased uncertainty and a lack of closure. All the while, the existing backlog of cases continued to increase.

Some jurisdictions moved to online proceedings fairly quickly. Others slowly introduced hearings with a hybrid of in-court and on-video participants. On 11 May 2020, it was announced that jury trials would resume 'under special arrangements'.

The trials, starting at the Central Criminal Court in London and Cardiff Crown Court, would use multiple courtrooms for the jury, reporters and participants in the trial.

JUSTICE virtual mock jury trial

Between March and June 2020, JUSTICE tested fully remote jury trials, where all participants join the virtual court via video, with the hearing livestreamed to a virtual public gallery. This uses a video platform already utilised in the courts which can be accessed from home computers. The test of virtual jury trial was the first of its kind anywhere in the world.

The virtual trial was developed in collaboration with Corker Binning solicitors and audio-visual solutions company AVMI, with support from barristers, a retired judge and our members playing the roles of jurors, witnesses and the defendant. We held four test trials, the final one involving a local "jury hub" in a community hall where jurors could participate online together, socially distanced. The trials have been independently evaluated by academics Professor Linda Mulcahy and Dr Emma Rowden. All participants have generously volunteered their time and resources to support this project.

'Justice's work continues to be indispensable, especially given the challenges posed to the civil justice system by funding cuts and Covid-19.'

Colm O'Cinneide, Professor of Human Rights Law
at University College London

RESEARCH AND ANALYSIS: THE FUTURE OF JUSTICE

The trials have shown promise, even providing improved sightlines in the court, which ensures that all participants can see and hear each other at all times. This brings parity and effective participation to the proceedings and suggests that many cases – civil, family or criminal – involving witness evidence could be conducted in this way. However, we recognise that some trials will not be suitable for the virtual court – such as complex, multi-party cases or where parties have vulnerabilities to which a virtual trial cannot adapt. Given the backlog of criminal cases – with defendants remanded in custody for extended periods of time and growing uncertainty for complainants – we agree with the expert evaluation that “HMCTS should seriously consider the benefits of this format for restarting criminal jury trials.”



‘Justice Secretary Robert Buckland QC has said he is “extremely interested” in solutions such as virtual trials. There are encouraging signs that the justice system is willing to embrace a technological solution to the problem of the lengthening backlog, we are proud to be working with JUSTICE to meet the new challenge COVID-19 now poses.’

Peter Binning, Partner at Corker Binning

ADMINISTRATIVE JUSTICE COUNCIL (AJC)

The Administrative Justice Council (AJC) seeks to bring together disparate parts of the administrative justice system and has worked on a number of projects throughout the year.

The AJC has initiated a familiarisation programme connecting ombudsman schemes and tribunals working in similar fields. A working group is overseeing a pilot between the Special Educational Needs and Disability jurisdiction of the First-tier Tribunal (Health, Education and Social Care Chamber) (the SEND tribunal) and the Local Government and Social Care Ombudsman for England; and the Housing Ombudsman and Property Chamber. This has seen ongoing relationships built between representatives from the Ombudsman scheme and the Tribunal staff and the drawing up of a Memorandum of Understanding which, amongst other things, ensures users are now able to move easily from one jurisdiction to another where necessary.

ADMINISTRATIVE JUSTICE COUNCIL (AJC)

The AJC's Pro Bono Panel has worked on a polluter pays proposal to help incentivise better government decision-making by shifting the cost of the hearing from 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 in both the First-tier 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 Academic Panel has organised a series of workshops over the year including on ombudsman and tribunals familiarisation and outsourcing. The workshops brought together a range of stakeholders to discuss administrative justice issues, form collaborations and share best practice. More recently, a webinar was held on the impact of COVID-19 on the administrative justice system with responses from the tribunals, ombudsman and advice sector.

The Advice Sector Panel have been concentrating on first instance decision-making and lesson learning. Its 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 AJC has also commenced work in a joint working party with JUSTICE on Reforming Benefits Decision-Making, as outlined earlier.

The AJC published its report 'Digitisation and Accessing Justice in the Community' on 29th April 2020. 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 on the AJC website. The full Council has met twice over the year, once in Edinburgh – with a focus on issues in Scotland – and virtually in July. Its first annual report was published in November 2019.

We are grateful to the Legal Education Foundation, Trust for London and the Ministry of Justice for their support of the AJC.

'Over the year, the Administrative Justice Council have produced research-based projects which will lead to practical recommendations for change. I look forward to working with the Council and the panels in the year ahead and to seeing the development of current projects and the tangible benefits to the user experience.'

Sir Ernest Ryder,
Senior President of Tribunals in the United Kingdom

JUSTICE IN PARLIAMENT

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

In September and October 2019, JUSTICE held Fringe Events at the Conservative, Labour, Liberal Democrats and Scottish National Party Conferences. The events considered vulnerability in the justice system, strategic litigation and third-party interventions, and diversity in the law.

BRIEFINGS

In January 2020, JUSTICE submitted a briefing to MPs on the European Union (Withdrawal Agreement) Bill 2019-20. JUSTICE takes no view on the UK's decision to leave the EU. However, we are concerned about the rights implications of Brexit legislation as well as the resort to delegated powers, loss of reciprocal justice arrangements/procedures and lack of guidance around future interpretation of EU law. In February 2020, JUSTICE submitted a briefing on the Extradition (Provisional Arrest) Bill 2019-20. The Bill amends Part 2 of the Extradition Act 2003, which deals with extradition to non-EU territories with which the UK has formal

extradition arrangements. Its provisions create a new power that will enable law enforcement officers to arrest an individual without a warrant from a UK court where a request is certified as having been issued by a "specified category 2 territory" in relation to a serious offence (Schedule, paras 2 and 4). We think that the power is unnecessary and risks disproportionate interference with people's liberty. The Bill has to some extent been constrained through its Parliamentary passage.

In March 2020, JUSTICE responded to three pieces of emergency legislation: the Terrorist Offenders (Restriction of Early Release) Bill, the Coronavirus Bill and its counterpart in Scotland. We are concerned that the alteration of sentencing provisions in terrorism cases violates articles 5 (liberty) and 7 (retroactive heavier penalty) of the European Convention on Human Rights. We sought shorter review periods and proportionate application of the policing powers on gatherings in the UK Coronavirus Bill, rejected proposals for judge-only trial in the Scottish Bill and highlighted the need for fully video proceedings, as opposed to hybrid hearings, to enable effective participation across the UK.

In April 2020, JUSTICE submitted briefings on the Immigration and Social Security Co-ordination (EU Withdrawal) Bill – in which we sought limitation or removal of delegated powers that would restrict rights of people in the UK, and Domestic Abuse Bill. We welcome this Bill and recognise the critical opportunity it presents

JUSTICE IN PARLIAMENT

to address the barriers faced by victims of domestic abuse. However, we think it should go further and provide, across all jurisdictions, automatic access to special measures and protection from cross-examination by the alleged perpetrator. The details of all our briefings can be found on our website at www.justice.org.uk/our-work/bcr/briefings

CONSULTATION RESPONSES AND INQUIRIES

During the year, JUSTICE responded to consultations on: the Government's Online Harms White Paper, the Sentencing Council consultation on offenders with mental disorders, the Westminster Commission on Miscarriages of Justice, the Civil Justice Council consultation on vulnerability in the civil justice system, the HMCTS Survey on Conducting Video Hearings and submitted evidence to Justice Committee inquiries on Youth Justice and also on Private Prosecutions.

The details of all our consultation responses can be found on our website at www.justice.org.uk/our-work/bcr/consultations/

Join our other **17,000+** followers on Twitter @JUSTICEhq or like our Facebook page (@hqJUSTICE) for another way to keep up to date with our work.

JUSTICE SCOTLAND

JUSTICE Scotland has been working on the implementation of the recommendations made in its 2018 working party report Legal Assistance in the Police Station. In November 2019, we submitted a response to the Scottish Government's consultation on the Letter of Rights, highlighting the need to ensure that the information contained in the Letter is clear and easy to understand. Revision of the Letter of Rights was a recommendation of the working party report.

In April 2020, as set out in the previous section, JUSTICE Scotland submitted a briefing to the Scottish Parliament relating to provisions in the Coronavirus (Scotland) Bill concerning the justice system. That same month, we submitted a consultation response to the Scottish Government on the Options for Solemn Trials During the Coronavirus Pandemic. In May, we submitted a consultation response to the Scottish Government on the Scottish Jury Research Findings. We will be submitting a response in August to the Scottish Sentencing Council's consultation on the Sentencing of Young People.

BRINGING PEOPLE TOGETHER FOR JUSTICE

JUSTICE Scotland was asked to join the Scottish National Taskforce Civil Society Reference Group in response to the setup of the National Taskforce for Human Rights Leadership, which has been established to design and deliver detailed proposals for a new statutory framework for human rights for Scotland. JUSTICE Scotland also became a member of the Human Rights Consortium Scotland in January 2020. This has allowed us to grow our relationships with other human rights organisations and bodies in Scotland.

On 16 January 2020 the JUSTICE Scotland Annual Human Rights Day Lecture took place at the beautiful Signet Library in Edinburgh. This year's lecture was delivered by Professor Philippe Sands QC and was titled 'East West Street, human rights and the UK: then and now'. The lecture was kindly hosted by Pinsent Masons and the WS Society.



JUSTICE STUDENT MEMBERSHIP

Our JUSTICE student membership seeks to engage students on key issues around access to justice and the rule of law and currently stands at 865.

Our internship program continues to be an excellent benefit for student members as it provides successful applicants the opportunity to develop research and drafting skills and to engage with litigation and law-making processes; while earning the London Living Wage. Our student members can take part in our case note scheme on a fortnightly basis, helping us in the advancement of our law reform and educational agenda.

The highlight of the year for our student members was the annual JUSTICE Student Conference which took place on 7 March at the International Dispute Resolution Centre in London. This year's keynote speaker was Tessa Khan, international human rights and climate change lawyer and Co-Director of the Climate Litigation Network. Tessa delivered a fascinating keynote and encouraged the students to identify new routes and areas where the law can achieve change.

We hosted break-out sessions on our new projects looking at Family Justice, the Benefits System and the Magistrate's Courts. Our lawyers also held one-to-one appointments to discuss dissertation topics.

SECURING JUSTICE AFTER 60

The conference concluded with a careers panel sharing invaluable advice about their various journeys into legal practice and the different challenges they have faced along the way. Our thanks to the speakers; Zoë Chapman, Ollie Persey, Shameem Ahmad, Allan Hennessy and Clara Sibanda.



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

We had a successful fundraising conclusion to the 2019/20 financial year on 31 March 2020. We secured many new trust and foundation funders, new corporate funders and hosted a successful major donor dinner. As always, the resounding and unwavering support and generosity of our JUSTICE60 giving group has continued to ensure the sustainable growth of JUSTICE. The JUSTICE60 continues to grow, with its members advocating for us, attracting new donors and reinforcing the reputation of JUSTICE.

Our stable financial position has meant that we have been able to continue our work amid the uncertainty of COVID-19. That said, a number of our income streams have been and will be reduced with the ongoing economic consequences of the pandemic. We are working hard to bridge these gaps in what has become a very competitive fundraising market and we are grateful to our many members, Friends and supporters who have made donations, recruited new donors, shared our work and events on social media and with colleagues and are otherwise supporting our work. Thank you.

We have moved seamlessly into the virtual event space, ensuring increased benefits for our members, Friends and donors during this uncertain time. At the time of writing, we have increased our JUSTICE membership to 1,966 and increased our number of Friends to 128.

SECURING JUSTICE AFTER 60

We are offering a separate JUSTICE60 corporate programme for corporate members to ensure the best experience and create more opportunities for this transformational giving circle to grow. We have diversified our trusts and foundations partnerships applying to various new trusts, many of which place an importance on unrestricted funding which will allow JUSTICE to grow more sustainably.

We are also incredibly grateful to our supporters in the senior and retired judiciary who have, with incredible eloquence and heart, spoken about the importance of the justice system and JUSTICE's role in shaping it, at countless dinners and gatherings over the last year.

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



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

Our Human Rights Law Conference 2019 was once again generously hosted by Freshfields Bruckhaus Deringer LLP on 16 October 2019. Our keynote speakers were The Rt. Hon Sir Nicholas Green and Lord Anderson of Ipswich KBE QC, together with a great line up of practitioners. We hosted discussions on a number of topics including free movement, air pollution, Brexit, judicial diversity and public inquiries.



BRINGING PEOPLE TOGETHER FOR JUSTICE

The Annual Tom Sargant Memorial Lecture took place on 29 October 2019 and was delivered by Baroness Kennedy of The Shaws QC, President of the JUSTICE Council. Baroness Kennedy's lecture, titled 'Law and the Politics of Disruption', explored the threat to the rule of law posed by populist regimes across the world, the co-option of technology to curtail human rights and the vital importance of an independent judiciary. The event was generously hosted by Norton Rose Fulbright LLP.

The Rt. Hon. Lord Dyson, former Master of the Rolls and Justice of the Supreme Court, joined us on 14 November for a members-only event 'Lord Dyson in Conversation'. A long-time supporter and Council member of JUSTICE, Lord Dyson spoke about his life and career with our Director Andrea Coomber. The event was kindly hosted by King & Spalding LLP.



On 18 November we held another members-only event titled 'Women at Work' featuring Baroness Kennedy of The Shaws QC, Farmida Bi and Dame Ingrid Simler DBE at Norton Rose Fulbright. Following our Inspiring Women, Inspiring Careers in Law conference in June 2019, this event brought together three more incredible women to discuss their lives in the law, sharing their challenges and triumphs, and offering advice on navigating a successful career. Norton Rose Fulbright LLP generously hosted the event.



In January 2020 JUSTICE invited our members to an event titled 'Criminal Practice: what the lessons of the past teach us for the future' at Macfarlanes LLP. We discussed trends, challenges and lessons of the past with a panel of fantastic speakers; Dame Maura McGowan DBE, Anthony Edwards, Anand Doobay and Natasha Lloyd-Owen.

BRINGING PEOPLE TOGETHER FOR JUSTICE

In response to COVID-19, we initiated virtual events for our members. Every Tuesday from 21 April to 2 June 2020 JUSTICE streamed a members-only webinar series titled 'Career Conversations', where a range of excellent speakers from the JUSTICE membership shared their various paths into the law with us. Huge thanks to our speakers: Rupert Skilbeck, Sonali Naik QC, Shelagh McCall QC, Natalia Schiffrin, Sir Edward Murray, Rosa Curling and Paul Yates.



In June we also held two members-only webinars with two senior judges discussing the impact of coronavirus on the administration of justice. On 8 June the Supreme Court's Lord Briggs of Westbourne joined Andrea in conversation, and on 29 June she spoke to Sir Geoffrey Vos, the Chancellor of the High Court.

Given the restrictions imposed by COVID-19, the 2020 Human Rights Law Conference was moved online and was held on the evenings of Monday 6 – Thursday 9 July. The plenary speeches were delivered by Professor Philip Alston, Caoilfhionn Gallagher QC and Sandie Okoro. This year the breakout sessions were on Judicial Review, Crime, Inquests and Inquiries, Climate Change, Family and the Court of Protection, and Immigration and Asylum. Our huge thanks to our amazing speakers and to everyone who attended, with every penny raised supporting JUSTICE's work.



ORGANISATION

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

MEMBERSHIP

Members are key to JUSTICE's work and have been the foundation of the organisation for over sixty years. At the time of writing our membership is at its highest level ever with 1,966 members. Our members span law students, through the ranks of the profession, to senior and retired lawyers and judges. It is with their continuing support – whether serving on working parties, submitting evidence to us, contributing at events or donating to JUSTICE – that we have been able to accomplish so much and can go on pushing for reform in the justice system.

We are committed to ensuring that we continue to place our members at the heart of our work and look forward to engaging with our members in our upcoming programme of work.

'A law firm's purpose is to engage with the legal community to support access to and equality before the law. There is no better organisation to partner with and support, with those aims, than JUSTICE. That is why Allen & Overy has been proud to have supported them financially, through pro bono work and expertise and as an advocate for their work for many years.'

Karen Seward, Partner at Allen & Overy

AGM

The 2019 Annual General Meeting took place at Norton Rose Fulbright LLP in London on 29 October. As well as appointing new representatives to its Council and electing new Board members, members received an update on our fundraising efforts and work, including from hearing from Sir David Latham who spoke about implementation of our Mental Health and Fair Trial working party recommendations.

The following Board members were re-elected for further terms of office: Lynn Hiestand, Christina Liciaga, Sir Michael Tugenhat. Dame Alison Saunders DCB was elected for a first term of office. Amanda Finlay CBE retired from the Board having served two terms.

The following commenced terms of office as Council members: Dean Kingham, Her Honour Judge Angela Rafferty QC and Tim Smith.

Anthony Burton CBE, Lord David Hacking and Sir David Calvert-Smith retired from Council on the expiry of their terms of office.

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

FINANCE

FINANCE

Our focus on building a sustainable organisation continued through 2019/20. Our income reached just under £1million, nearly twice our income five years ago. Income increased by just over 7% from 2018/19 and we once again ended the financial year with a surplus (£8,514), with reserves equivalent to six months running costs.

We saw an increase in funding from trust and foundations and corporate supporters of nearly 40%. This focus on diversifying our income streams allowed us to increase our staff numbers to 20 with a commensurate increase in the output of work. This increasing production of high-quality briefings and reports has demonstrated to donors and funders that their grants and donations will be put to worthwhile use in furthering our aims.

Over the past financial year our JUSTICE60 has provided us with unrestricted funding totalling £307,700 and we have increased our numbers of members and Friends. We have strengthened our relationships with our corporate partners that support our working parties through pro bono and financial support, as well as providing unrestricted donations.

In addition to the trusts and foundations supporting specific areas of our work, noted above, we have benefited from unrestricted donations from the AB Charitable Trust, the Stewarts Foundation, The HSM Charitable Trust, and Evan Cornish Foundation, as well as The Alexander Mosely Charitable Trust, Treebeard Trust, The Worshipful Company of Arbitrators and Laura Kinsella Foundation, which are all new funders to JUSTICE.

Despite the successes above, 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 current public health crisis brings with it new unexpected challenges, increasing JUSTICE's workload and raising questions about our current and planned funding sources. Whilst we are confident that JUSTICE will be able to weather the storm and has the financial reserves to see us through this period of uncertainty, we have already seen a decline in income.

Unfortunately, this means that we are having to reduce our staff numbers in 2020/21 by not recruiting for new planned posts and not replacing some staff who were due to leave this year. This represents a substantial reduction of our legal team, which is responsible for the substantive work of the organisation, as well as our ability to raise funds by 'selling' their time.

FINANCE

We are a nimble organisation and as well as saving money wherever we can, we have plans to generate new sources of income and strengthen existing sources of funding, focusing our efforts on individual supporters and trust and foundation income.

For full details on our finances please refer to our Report and financial statements for the year ended 31 March 2020.

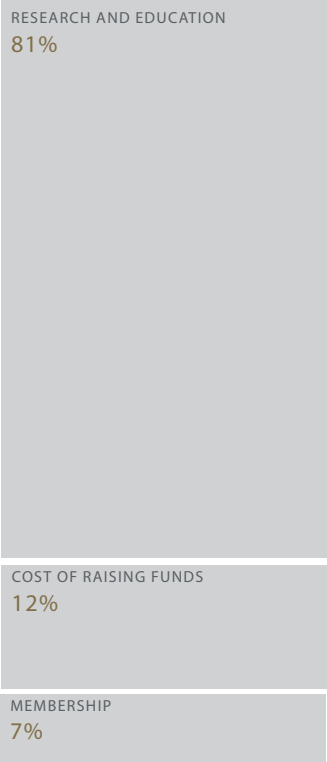
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- Rachel Sexton (Chair)
- Nick Benson
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JUSTICE'S INCOMING RESOURCES IN 2019/20 TOTAL £964,081



JUSTICE'S RESOURCES EXPENDED IN 2019/20 TOTAL £931,933



JUSTICE is the conscience of the legal profession – be a part of it

AS A MEMBERSHIP
ORGANISATION, OUR MEMBERS
ARE AMONG OUR GREATEST
ASSETS. HERE ARE JUST FIVE OF
THE REASONS WHY YOU SHOULD
JOIN JUSTICE.

WE ARE INDEPENDENT

Because it is not party political, JUSTICE commands respect throughout the political spectrum. We have representatives from each of the main political parties on our Council.

WE ARE EXPERT

JUSTICE draws on international research and case law, and the specialist input of experts to provide the template for public policy.

WE ARE INFLUENTIAL

JUSTICE has a membership of prominent judges, lawyers, distinguished academics, leading firms and chambers, and many individuals and organisations concerned about law reform.

WE ARE EFFECTIVE

Through influential reports and informed dialogue, we continue to play a key role in amending and developing the law, government policy and the practice of public authorities.

WE ARE INTERNATIONAL

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

Find out more about becoming a member of JUSTICE on our website at www.justice.org.uk

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Robert Hanratty joined us as
secondee for three months,
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Our thanks to the Longford
Trust for its support with two
placements over the year.

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Thanks also to the working
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 the people who have given
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