



## JUSTICE ANNUAL GENERAL MEETING

Wednesday 8<sup>th</sup> November 2023 at 5.30pm

TO BE HELD VIA ZOOM

<https://us06web.zoom.us/j/87102916040>

Meeting ID: 871 0291 6040

Passcode: 014757

### AGENDA

Meeting to be chaired by Peter Binning (Chair of the JUSTICE Board)

**Registration for the meeting will start at 5pm, with the opportunity for members to network with staff ahead of the meeting, which will start promptly at 5.30pm.**

1. Apologies
2. Minutes of the last Annual General Meeting of JUSTICE
3. Presentation of the Annual Review by Peter Binning, Chair of the JUSTICE Board  
**(non-voting item)**
4. Appointment of Council members **(voting item)** Paper 1
5. Election of Board members **(voting item)** Paper 2
6. Report back from The Rt. Hon. Sir Gary Hickinbottom, Chair of the Outsourcing and Administrative Justice Working Party (non-voting item)
7. Report back from Karyl Nairn KC, Chair of the Development Board **(non-voting item)**
8. The Year Ahead by Fiona Rutherford, JUSTICE Chief Executive **(non-voting item)**
9. Any other business



## MINUTES

### JUSTICE Annual General Meeting

Wednesday 19 October 2022 – 17:30

Held on Zoom

#### Present:

Tamanna Arora, Nick Benson, Peter Binning, I. Stephanie Boyce, Katie Bradford, Victoria Butler-Cole KC, Joanna Cherry KC MP, Almira Delibegović-Broome KC, Anna Doherty MA, Anand Doobay, Amanda Finlay CBE, Joe Gorrell, Ellen Grant, Lord David Hacking, Cheryl Higgins, Theo Huckle KC, Hilary Joyce, Baroness Kennedy of the Shaws KC (President), Jean Lambert, George Lubega, Baroness Sarah Ludford, Rhona MacDonald, Jennifer MacLeod, Mannat Malhi, Sara Mansoori KC, Blessings Mayo, Shelagh McCall KC, Maryann McMahon, Luca Montag, Alex Mthobi, Karyl Nairn KC, Placida Ojinnaka, Serena Pagliai, Sarah Regh, Vikram Sachdeva KC, Rachel Sexton, Alice Smith, Emma Snell, Tyrone Steele, David Stern, Seonaid Stevenson McCabe, Sultana Tafadar KC, Sir Michael Tugendhat, Christian Weaver, Janet Williams, John Wilson, Thomas Wilson, Leonie Woodward, Professor Alison Young.

In attendance: Professor Gillian Douglas.

The President of the Council, Baroness Kennedy of the Shaws KC, opened the meeting and welcomed those present.

1. **Apologies:** Nicholas Aleksander, Stephen Aulsebrook LLB, Liz Campbell, Professor Nicholas Grief, Professor Jacqueline Hodgson, Alastair Livesey, Alexandra Marks CBE, Helen Mountfield KC, Michael Napier CBE KC, Chris Purnell, Tim Smith.
2. **Minutes of the last Annual General Meeting of JUSTICE** The minutes were approved.
3. **Presentation of the Annual Review by Peter Binning, Chair of the JUSTICE Board**

Peter noted it had been an eventful year at JUSTICE full of challenges and remarkable achievements. Fiona started in February; she has some exciting ideas and will speak to JUSTICE's plans for the next twelve months later on.

The biggest operational development from the past year has been the sale of JUSTICE's building at 59 Carter Lane. After careful consideration, the Board decided that it was best to sell the building via auction. We have just completed at £2.1m and Peter is very grateful to Fiona and the JUSTICE team for all of their work clearing out the contents and managing the sale process; and to Linklaters who provided us with pro bono legal representation. We are currently renting some desk space with some other justice-related charities at Lincoln House on High Holborn, giving ourselves some time to work through the options for office space for JUSTICE.

We have produced two working party reports: A Parole System Fit for Purpose and Reforming the Windrush Compensation Scheme and have also just launched our Improving Access to Justice for Separating Families report. With the Government's legislative heavy agenda, our briefings and consultation work has continued to account for much of our policy work. During this period, we submitted at least 20 briefings and consultations.



Work in Scotland has progressed with the work arising out of our Legal Assistance in the Police Station report. This year also saw us welcome Almira Delibegović-Broome KC as Chair of JUSTICE Scotland and Seonaid Stevenson-McCabe as Vice-Chair. We are incredibly grateful to Shelagh McCall KC and Catherine Smith KC for their leadership and tireless support over the years as Chair and Vice-Chair.

The last year saw a severe impact on fundraising, JUSTICE ended the financial year with a deficit of £79,000. We haven't seen a deficit this large since 2013 and the 2022-23 budget also predicts a £120k deficit. The Finance Committee and Board are monitoring this position closely and we are optimistic we have the plans in place to weather the storm.

Peter gave a big thank you to the JUSTICE team who kept the charity running and continued to deliver their usual high standard of work during the period without a Chief Executive. Peter gave a special thanks to the Senior Management Team and previous Board member, Liz Campbell, for their additional support during that period.

Peter gave his thanks to Charles Russell Speechlys, Freshfields Bruckhaus Deringer LLP, Linklaters LLP, and Karyl Nairn KC, who provided desk space for the JUSTICE team, allowing the staff to get together on a weekly and monthly basis whilst the office was out of use.

Peter is so grateful to all who work on behalf of JUSTICE and to the members.

Helena gave her congratulations to all of the team and noted the exceptional briefings.

#### **4. Appointment of Council members**

Helena paid tribute to seven members retiring from the Council: Professor Martin Partington CBE KC, Patricia Hitchcock KC, Helen Mountfield KC, David Sheldon, Rupert Skilbeck, Sir Robert Buckland KC and Professor Linda Mulcahy. Helena thanked them for their work and contribution over the years.

The following Council members were re-nominated by the Board, to re-stand for another three-year term: Baroness Kennedy of the Shaws KC, Victoria Butler-Cole KC, Professor Jacqueline Hodgson, Dean Kingham, Andrew Lidbetter, George Lubega, Karyl Nairn KC, Her Honour Judge Angela Rafferty KC, Caroline Sheppard OBE, Catherine Smith KC, Tim Smith, Aaron Stephens and Professor Richard Susskind OBE. A poll was held, and the meeting approved their appointment.

Seven JUSTICE members were duly nominated by the Board for appointment to the Council: Les Allamby, Almira Delibegović-Broome KC, Amanda Finlay CBE, Saima Hanif KC, Alexandra Marks CBE, Kathleen Russ and Maryann McMahan. A poll was held, and the meeting approved their appointment.

#### **5. Election of Board members**

Helena paid tribute to three members retiring from the Board: Nancy Lynn Hiestand, Christina Liciaga and Sir Michael Tugendhat. Helena thanked them for their work and contribution over the years.



Five JUSTICE members stood for election to the Board, as the number of nominations did not exceed the number of vacancies, a poll was held to approve the re-election of current Board member, Dame Alison Saunders CB, for a further three-year term on the Board and to approve the election of I. Stephanie Boyce, Sara Mansoori KC, Alice Smith, and Christian Weaver to the Board. The meeting approved these appointments.

JUSTICE looks forward to working with the new Board members over the next three years.

## **6. Membership subscriptions increase**

Fiona spoke to the membership subscriptions increase.

Membership subscriptions were last increased in 2011 and although they have been reviewed regularly since then, no changes have been made except to reduce the student rate from £25 to £15. Whilst the Board can increase membership subscriptions and have already done so for the corporate membership fees, the Board and the Senior Management Team would like the members to be involved in the decision-making process for individual membership fees.

The current categories, fees, inflation rate and proposed new fees are all detailed in the papers. We have kept the new rate below the rate of inflation and do not propose increasing any of the £15 categories. If the members agree to the increase, the new rates will begin from 1 January 2023, allowing time to inform members and complete the necessary practicalities.

As Peter mentioned, we ended the 2021-22 financial year with not an insignificant deficit, our largest since 2013 and we predict ending 2023 with another large deficit. It is therefore imperative that we find ways to ensure that JUSTICE is more financially sustainable. By increasing the corporate and individual membership subscriptions, membership income would increase by £45k (based on the 2021-22 financial year).

There were no questions from members on the proposed increases.

A poll was held, and members voted to increase the membership subscriptions.

## **7. Report back from Professor Gillian Douglas, Chair of the JUSTICE Improving Access to Justice for Separating Families Working Party**

The Working Party launched on 13 October 2022. It had been a privilege and a pleasure for Gillian to chair the Working Party, which was made up of so many distinguished experts. They were aware of the huge amount of work that had already been undertaken to address the issues arising in child arrangements cases and several of the Working Party's recommendations echo those who have gone before them. The Working Party tried to build on their work, by bringing an explicit 'access to justice' perspective to the task.

In the context of child arrangements, the Working Party defined access to justice as 'access to safe and sustainable child arrangements as a result of a fair and accessible process, in which the child's welfare is the paramount consideration, necessary information relevant to the child's welfare is available, and all those who wish to, including children, can effectively and meaningfully participate.'



The Working Party identified three key principles: The rule of law requires access to forms of dispute resolution, including access to the family court; the family justice system should be designed around the needs of families, not the expertise of legal professionals; and the child's perspective must be at the heart of every stage of dispute resolution in the family justice system.

Gillian talked through some of the Working Party's recommendations and thanked Ellen and the Working Party members.

Helena gave her thanks to Gillian for chairing the Working Party.

## **8. Report back from Karyl Nairn KC, Chair of the Development Board**

It had been a tough year for the charity sector, but JUSTICE had weathered the storm and we are grateful to all of our dedicated members and donors.

To mark JUSTICE's 65<sup>th</sup> anniversary we hosted a corporate fundraising dinner raising nearly £30,000. Karyl gave thanks to everyone that attended and made it a memorable night.

Our JUSTICE60 members continued to be dedicated supporters of JUSTICE, many of whom are now on their third term with us. Karyl gave her thanks to the JUSTICE60.

Our corporate support expanded, and Karyl gave thanks to a few of the organisations that had supported us throughout the year: Linklaters LLP for their fellowships, Sidley Austin LLP and King & Spalding LLP for their support on Working Parties, and Allen & Overy Foundation, Stewarts Foundation, Clifford Chance Foundation, Simmons and Simmons Charitable Foundation, Matrix Causes Fund and the Doughty Street Chambers Support Fund for core support.

JUSTICE had some notable successes with Trust and Foundation applications throughout the year with multi-year grants from Paul Hamlyn Foundation (£120K over three years); The Legal Education Foundation (£70K over two years) and The Dulverton Trust (£70K over two years).

We are extremely grateful to our Board, Council, Development Board, Friends, Members, JUSTICE60, Justices of the Supreme Court and all those that helped us in a year of great change for JUSTICE. As we look to next year, our fundraising will have a renewed focus on major donors, international giving and will entrench multi-year core giving.

Helena thanked Karyl for her support over the last year.

## **9. The Year Ahead by Fiona Rutherford, JUSTICE Chief Executive**

Fiona has had a busy period meeting with representatives and speaking at events around the UK. We are looking forward to working more closely with the devolved nations.



JUSTICE now needs to decide whether we buy another building (with further funds likely to be required), lease another building or find another solution. This brings an opportunity to consider the ways of working for the JUSTICE team and whether we create something we are calling a 'JUSTICE Hub'. A 'JUSTICE Hub' could be a range of things, including a place where like-minded charitable organisations work and/or a place where through workshops, brainstorming and even informal and ad hoc conversations ideas are sparked and innovation is fostered. Now more than ever, with the lack of investment in the justice system, the erosion of human rights and implications for our constitution, different solutions are required, and JUSTICE could have a central role in convening a range of experts (not just lawyers, judges, and legal academics) on a regular basis. The Hub could also offer opportunities for touchdown desks or meeting rooms for those members who usually work outside of London. As far as we know, there is no other similar Hub for access to justice, law reform-type organisations. JUSTICE is keen to get members' views on this and will be sending out a survey early next year so please do take the time to complete this as your views will count. If any members have any expertise with this style of set up or any ideas, please don't hesitate to get in touch with Samantha Burrige, Director of Operations, or Fiona – JUSTICE are grateful for any insight/ideas.

Fiona gave her thanks to members who lent JUSTICE their support through working parties, speaking at events, undertaking pro bono work, encouraging others to join and championing our work over the past year. JUSTICE is very grateful, and we look forward to working with you over the coming year.

Helena noted it sounds like a very exciting year ahead and gave her thanks to Fiona.

## **10. Any other business**

*This concluded the AGM.*



## Paper 1

### JUSTICE Council appointments

The role of Council is to provide advice to the Board of JUSTICE as requested, including:

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

Forty Council members are elected by the AGM upon nomination by the Board. Another ten can be co-opted by the Board, most often at its meeting following the AGM.

The following Council members have agreed to re-stand and have been duly re-nominated by the Board:

- Zahra Al-Rikabi
- Anand Doobay
- Lord Dyson PC
- Millicent Grant KC (Hon)
- Dominic Grieve KC (VP)
- Professor Anna Lawson
- Baroness Sarah Ludford (VP)
- Sonali Naik KC
- Andrew Onslow KC
- Lord Thomas of Cwmgiedd
- Mark Trafford KC
- Jessica Simor KC

The Board have also approved the appointment of former Board members Alexandra Carr and Kate Saunders as Honorary Council Members.

They will join the following JUSTICE Council members:

- Baroness Kennedy of the Shaws KC (P)
- Nicholas Aleksander
- Les Allamby
- Lord Anderson of Ipswich KBE KC
- Victoria Butler-Cole KC
- Baroness Shami Chakrabarti CBE
- Deba Das
- Almira Delibegovic-Broome KC
- Amanda Finlay CBE
- Saima Hanif KC
- Professor Jacqueline Hodgson



- Dean Kingham
- David Lakhdhir
- Andrew Lidbetter
- George Lubega
- Alexandra Marks CBE
- Shelagh McCall KC
- Maryann McMahon
- Karyl Nairn KC
- Her Honour Judge Angela Rafferty  
KC

- Kathleen Russ
- Caroline Sheppard OBE
- Catherine Smith KC
- Tim Smith
- Aaron Stephens
- Professor Richard Susskind OBE
- Professor Leslie Thomas KC
- Professor Alison Young





## Paper 2

### Election of Board members

There are four vacancies for members to be nominated to stand for election to the Board.

Alexandra Carr and Kate Saunders have completed the second & final three-year term and are retiring. We are grateful to them for their service to the JUSTICE Board.

The Board members to be elected will join the existing Board members:

- Peter Binning (Chair)
- I. Stephanie Boyce
- Patrick Corr
- Naomi Creutzfeldt
- Alastair Livesey
- Jennifer MacLeod
- Sara Mansoori KC
- Alison Saunders CB\*
- Rachel Sexton
- Alice Smith
- Christian Weaver

### Elections

As in previous years, we have advertised Board vacancies to our membership and externally, resulting in a number of nominations.

As the number of nominations is less than the number of vacancies, members are asked to approve the election of the three members below to the Board.

The Board is particularly interested in recruiting members with experience of the following:

- Charity expertise – to include NGO/Charity management, charity finance and/or risk management.
- Membership Schemes
- Fundraising (from private sector organisations, trust and foundations or high net worth individuals)
- Value impact and evaluation



- People-centred design (i.e., the experience and knowledge of designing policy around people)
- Business strategy including how to grow the organisation.

**The 3 members standing for election to the Board are:**

**Nick Benson** is a qualified accountant and has been a member of the JUSTICE Finance Committee since 2018.

Nick started out in audit with EY from where he moved on to develop a broad ranging career in financial management, working with listed corporates, NGO's and charities.

At Genesis Housing Group (now Notting Hill Genesis), a Housing Association and property development NGO, Nick worked within the framework of charity finance and social housing regulation. He worked on a number of significant acquisitions and disposals of the Group's housing stock and on the raising of the Group's first own-name bond issue for £200 million. Reporting to the CEO at Choices for Grahame Park, a 3,000-home regeneration scheme in North London and one of the largest self-funding projects in Europe, Nick was responsible for the scheme financial management.

Working alongside the founding trustees Nick set up and ran the financial reporting and governance for a newly formed City based charity, Suited and Booted.

As the treasury analyst for the UK arm of a global leasing company, he managed risk reduction through the hedging of interest rate exposure on loans funding the leasing portfolio before playing a key role in migrating the UK based treasury operations to a centralised European hub. Nick went on to hold senior positions in Investor Relations for listed corporates, where he facilitated access to debt and equity funding by running a communications programme between the senior management teams and the investor community, including annual report production.

He has also worked in Business Management for an international law firm and with a "corporate design agency" (an organisation of similar scale to Justice) to review its financial and project management systems to better meet its strategic aims.



Nick has a BSc in Economics from UCL.

Nick has been a member of JUSTICE since 2018, when he joined the Finance Committee.

Nick meets JUSTICE's specified call for candidates that have experience of Charity expertise including NGO/Charity management, charity finance and risk management and business strategy.

Nominated by Alastair Livesey; seconded by Rachel Sexton.

**Ruth Crawford KC** has been a practising member of the Faculty of Advocates since 1993 and took silk in 2008. In her "day job", Ruth specialises in public and administrative law, public procurement, planning and environment and commercial dispute resolution. She has extensive experience of "high profile" cases.

Ruth was elected Treasurer of the Faculty in 2020. As Treasurer Ruth has overall responsibility for the Faculty's finances and assets, as well as working with her fellow office bearers to ensure the Faculty continues to sit at the heart of the Scottish justice system. Currently, Ruth is steering the Faculty through its Culture Review, addressing issues such as governance, equality and diversity, outreach and well-being.

Outside of the Faculty, Ruth is a Board member of LawScot foundation, a charity established to fund and mentor students from disadvantaged backgrounds who wish to study for an LIB and DipLE (Scottish post-graduate requirement for solicitors).

Ruth is also a Board member of Foursquare, an Edinburgh based charity seeking to alleviate the effects of homelessness and support vulnerable people. She sits on its Audit Committee. In the past year, Ruth has supported Foursquare as it has embarked on an ambitious change strategy seeking to own properties for use of those it supports, developing provision of accredited training, expanding its furniture recycling store and opening a community café.

In addition, Ruth is the Vice-Chair of the National Library of Scotland, having been a Board member since 2018, and she chairs its Audit Committee. In those roles, Ruth is currently



addressing the challenges faced by funding freezes or cuts and the impact on the NLS and its overall strategy.

Ruth has been a JUSTICE donor since 2014 and a member since 2022.

Ruth meets JUSTICE's calls relative to charity expertise, people centred design, value impact and evaluation, and business strategy.

Nominated by Jennifer MacLeod; seconded by Christian Weaver.

**Charles Wynn-Evans** is a partner in Dechert LLP's London office, he trained at the firm and qualified as a solicitor in 1992 and is the Firm's International General Counsel. Charles is a CEDR accredited mediator, a fellow of the RSA, a Liveryman of the City of London Solicitors' Company, a Trustee of Walworth Garden, and the author of *The Law of TUPE Transfers* (third edition, Oxford University Press 2022).

As both a Friend and Member of JUSTICE, Charles is keen to have the opportunity to support and contribute to the management and work of an organisation which he has long held in very high regard, with whose objectives he fully aligns, and to the development of which he would be fully committed if appointed. He has experience of the charity environment and associated governance, strategic management, finance, fundraising, and risk issues through the trustee roles he has performed, historically with Blackfriars Settlement and currently with Walworth Garden. Charles also has risk and governance experience from his work as an employment lawyer and latterly in his current role at Dechert as International General Counsel and Compliance Officer for Legal Practice.

Charles's understanding of some of the issues that JUSTICE addresses in its work is demonstrated by his prior experience as a Fee Paid Employment Judge and as a Deputy Chair of the Central Arbitration Committee, as a member of Dechert's Global Pro Bono Committee (which is responsible for the overall direction of the firm's pro bono work), as Chair of Dechert's London Pro Bono Committee (which oversees the development of that office's pro bono work), and through his pro bono work with clients, both as an employment lawyer and supervising the advice of his firm's trainees at the Islington Law Centre's Evening Advice Clinic.



Charles has been a member of JUSTICE since 2007 and a Friend since 2014.

Charles meets JUSTICE's specified call for candidates that have experience of Charity expertise, and business strategy.

Nominated by Alice Smith; seconded by Sara Mansoori KC.