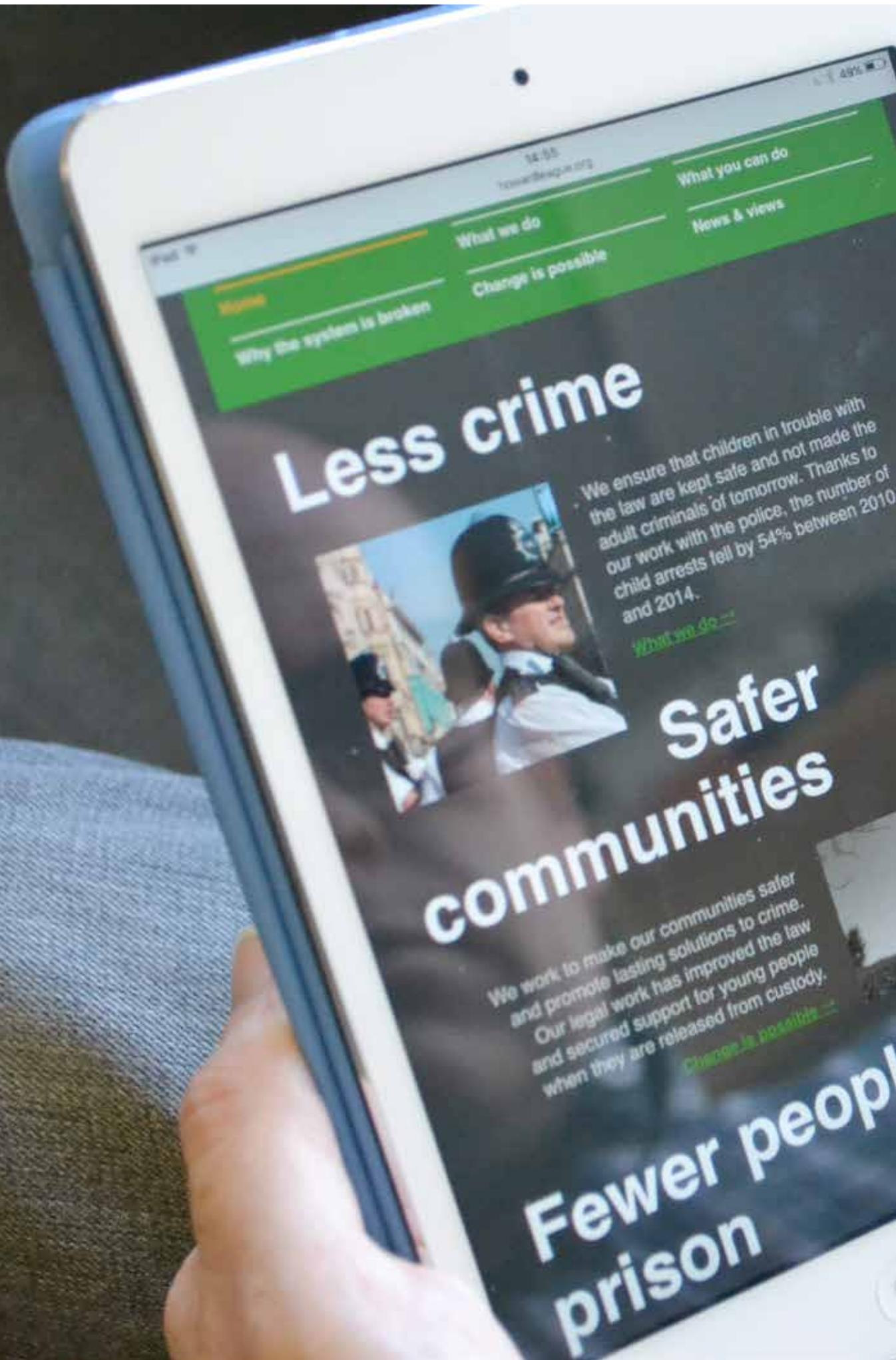


A photograph of a window with metal bars, looking out onto a landscape with a utility pole and a building. The text is overlaid on the top portion of the image.

# **Howard League** for **Penal Reform**

**2017-2018  
Annual Review**



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# WELCOME

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I have been privileged to chair the board for the last two years at a time of turmoil in the criminal justice system, reflecting the turbulence in the country as a whole. Despite the challenges, the board and the Howard League for Penal Reform have worked steadfastly to achieve our strategic aims. This report reflects the efforts made by trustees, staff and volunteers to contribute to penal reform, the bedrock of a justice system that should enhance the very foundations of the state.

I want first of all to pay tribute to my fellow trustees. They give their time and expertise generously to the great benefit of the charity. The board met four times during the year and trustees also attended events and kept in contact with progress of the work.

We have overseen significant impact over the last year. Once again our work with police has resulted in yet another reduction in the arrests of children. Hundreds of children and young adults have been helped by our legal team. We lobbied for a reduction in the prison population and this is starting to bear fruit.

Our influence in Parliament with MPs and Peers is tangible. I am pleased that we continue to have excellent relations with officials and prison staff.

The Howard League for Penal Reform is a respected authority domestically but it was heartening to see at first hand the international reach of the charity at the conference we held in Oxford on the theme of *Redesigning Justice: Promoting civil rights, trust and fairness*. Academics and practitioners came from all over the world to debate, discuss and share ideas.

New ideas and action to achieve reform are needed now as much as any time during my professional career when I was a prison governor. As I come to the end of my time as a trustee I see a glimmer of hope as the number of men and women in prison is starting to reduce.

I am standing down as chair and as a trustee at the AGM and will be handing over to a new chair to take the charity into its next phase. I leave the Howard League with stable finances, a mature and engaged board of trustees and a team of staff who work tirelessly for the cause.

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Eoin McLennan-Murray, chair of the board of trustees



Frances Crook, Cressida Dick, Commissioner of the Metropolitan Police and Eoin McLennan-Murray at the Howard League AGM

## Report of the chief executive

I reported last year that we had worked with five justice secretaries in seven years; this year I have to report that the number rose to seven. The Howard League for Penal Reform has indeed worked with them all, meeting regularly and attending events when they speak. The organisation has had good access to ministers and officials throughout our history. Nevertheless, the rapid turnover has created challenges for sharing our expertise and convincing ministers of the need for reform.

Despite the inauspicious political landscape, the charity has forged ahead and I am extremely proud of my staff team who work hard, creatively and with good humour. It is thanks to their tireless efforts that we have achieved real change and secured good outcomes for the individuals we work with and influenced policy and practice change across the criminal justice system.

The Howard League has the country's only dedicated legal team working to help children and young adults in custody. The work is painstaking and sometimes

thankless as we battle prisons, local authorities and the government to get good outcomes for the young people we represent and to get system change so that other young people do not suffer the abuse and neglect we see daily.

Some years ago our trustees decided we should do what we can to stem the flow of people into the criminal justice system. We have been working with the police to reduce child arrests and once again the number has been reduced, down more than two thirds in just a few years.

The charity covers a wide landscape, choosing to focus on pressure points where we can make a difference. We make a difference to the lives of individual young people in custody. We make a difference to the penal system as a whole. It is no good just catching people as they are swept along in the destructive torrential waters of prisons, we need to prevent their getting into these waters in the first place. The Howard League achieves that.

Frances Crook OBE



## Report of the trustees

The trustees held a strategic planning meeting in 2016 to set the vision for the coming year which is covered in this report and decided to hold to the aim of achieving less crime, safer communities, fewer people in prison. The themes remained broadly similar to previous years but were refined to fit the circumstances of the time. The Howard League for Penal Reform trustees decided:

To stay radical

To stay ambitious

To continue increasing our influence

The board of trustees reiterated the importance of the independence of the Howard League for Penal Reform as the foundation of its ethical and charitable mission.

The board confirmed that the guiding principles and direction of the charity were well established and were based on

- Fostering new ideas, public discourse and rigorous research
- Campaigning for reform
- Developing the influence of strategic legal work
- Providing education to the public, civil society and government
- Ensuring that the charity is well governed

The board set out five areas of work and this report focuses on how the charity has worked to achieve these.

1. Reform Sentencing
2. Justice for children and young people
3. Transform prison
4. Promoting safer communities
5. Strengthening the charity

## Reform sentencing

The strategic aim of the charity was to have fewer people in prison.

We set three indicators of success:

- To reduce the prison population by 10%
- To make the case for radical sentencing reform
- To reduce recalls and extra days, and increase discretionary release

Following the 2016 referendum vote to leave the European Union, it was clear that there would be little opportunity for legislation on criminal justice. The June 2017 general election led to a minority government reliant on the votes of the Democratic Unionist Party which made penal reform through Parliament even less likely. The white paper promising legislation on prison safety and reform published towards the end of 2016 was abandoned and there was no legislation on criminal justice introduced in Parliament during the period under review, a disappointment as there were deep seated challenges in the penal system that needed addressing.

Elizabeth Truss was secretary of state for justice from 2016 until mid way through 2017 when the prime minister moved her to the Treasury and appointed David Lidington who stayed for only seven months when David Gauke took over in January 2018. Seven secretaries of state in seven years created a sense

of uncertainty and instability that made reform very challenging.

The Howard League has always enjoyed excellent access to ministers and senior officials to discuss and present our research and expertise. We held meetings with each of the secretaries of state and had regular meetings with ministers and officials.

Each secretary of state tried to get a handle on the prison population, its size obviously untenable and unsustainable. The number of prisoners taking their own lives by suicide, the rising tide of violence and assaults, prisons awash with drugs, all led to increased public concern.

In the absence of legislative opportunities for reform, we launched a campaign focussed



on pressing for behaviour change by people whose daily decision making could ease the pressure on the prison population. We focussed on three achievable areas of reform: release, recalls and rules.

Additional days may be added to prisoners serving specified sentences for rule infractions. This system has got out of control. Our research showed that the imposition of additional days has become a monster; the number has more than doubled in the past three years. Originally intended as a way to punish incidents of unacceptable conduct, it was being routinely used as a behaviour management technique by prisons that were out of control. We published research and held meetings in prisons and with decision makers, all to no avail as the prisons deteriorated they resorted to capricious and draconian punishments in a desperate attempt to maintain order.

We worked with the Parole Board and prisons to press for safe and prompt release of prisoners. The Howard League legal team supported children and young adults at parole board hearings and forced local authorities to provide support and accommodation for them on release or to avoid getting prison sentences in the first place. Through innovative child led participation work we secured changes to the Sentencing Council guidance on children and developed toolkits to help children and people supporting them navigate the process and get the best

outcomes. We also researched how the courts approach young adults and factor their maturing into sentencing.

We presented evidence on the problems created by the explosion in the number of people recalled to prison, partly as a result of the failing 'transforming rehabilitation' programme created by Chris Grayling when he was secretary of state. We wrote to Elizabeth Truss following a meeting and maintained contact with officials presenting our evidence on recalls. It was heartening that she subsequently wrote to national probation services and the private community rehabilitation companies overseeing the ostensibly less serious offenders to exhort them not to resort to recalls if not necessary. The impact of this took time to embed but the number of recalls started to reduce thus contributing to fewer people in prison by mid 2018.

One of the core functions of the charity is to be a focus for public education. The two-day conference on 'Redesigning Justice: Promoting civil rights, trust and fairness' was attended by hundreds of academics and practitioners from around the world. It provided an opportunity for people to review the most recent research and practice from across the justice landscape. Building on this success, we plan to hold such conferences every two years.



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**Child Arrests in England and Wales have been reduced by more than two-thirds in seven years**

## Justice for children and young people

The strategic aim of the charity was to work for less crime and fewer children and young people in the penal system.

We set three indicators of success:

- To reduce child arrests by 10% and end the criminalisation of children in residential care
- To improve access to justice for young people
- To improve the treatment of young people in custody

Over the past ten years the charity has been working with police to reduce child arrests and our success has been astonishing. The trustees decided to focus on child arrests as the way to prevent entry to the toxicity of the criminal justice system, prevent crime and protect victims. It was also recognised that the UK has the lowest age of criminal responsibility in Europe, set at the 10th birthday in England and Wales. By stemming the flow of children into the system, particularly for younger children, we could effectively raise the age of criminal responsibility without the need for legislation.

Our research revealed that the police conducted 2,006 arrests of children aged 10 and 11 during 2011. By 2016 we had managed to reduce that to 703. Across every police force child arrests have been reduced by over two thirds, thus stemming the flow into prosecution, punishment and, for the few, custody. The number of children in penal custody has reflected that reduction and been cut by two thirds. The Howard League is proud to have led on this radical reform by working with senior police across the country, publishing research and fostering a positive climate of public debate to encourage the police in good practice.

It is no exaggeration to say that hundreds

of thousands of children have been saved from the trauma of arrest and a life blighting criminal record because of our work. Charities generally do great work at ameliorating things once they have gone wrong, from helping people get off drugs to resettling people from prison. The Howard League has invested in achieving system change to prevent things going wrong in the first place. Thanks to one far sighted trust which funded this work for eight years, we were able to achieve change.

The statistics speak for themselves. When the Howard League started this work we revealed that there had been 245,763 child arrests. Last year we published a briefing showing there had been 87,525 child arrests, thus surpassing our target of a 10 per cent reduction every year since we launched the programme.

We have been building on this success to focus on children in residential care who were being criminalised. This programme of work was initially funded for two years but has recently been supported for a further two years.

We have been busy scoping the problem, establishing relationships and conducting research. The blog was set up as a platform to disseminate learning and had 24 postings and we presented at conferences. We are pleased that our work with Ofsted led the inspectorate to require residential homes to monitor and report on police call-outs. We are linking with the Department for Education to contribute to the protocol aimed at reducing the criminalisation of children in care.

We published three research briefings, all of which are available free on the Howard League website. The first contained the stories of children who had been criminalised

whilst in residential care and who had subsequently been helped by the Howard League legal team. The second reviewed the high call out rate from the homes and described the police responses, drawing on good practice across several police forces. The third looked at the market in children's homes and what a good home should look like to protect children from criminalisation.

Our links with the police and inspectorates and practitioners as well as the publicity we generated about our concerns, have led to greater awareness of poor practice that has led to children in residential homes being criminalised. We have made progress and over the coming two years we plan to embed better practice to protect and support children in care.

Once young people are embroiled in the penal system we work to try to ensure they get access to justice. Our legal advice line is available to children and young adults in prisons, secure training centres and local authority units. We took 4,806 calls last year. We took on four new cases every day. Most calls relate to poor conditions, resettlement, adjudications and transfers. Most calls are directly from young people in custody who have no one else to turn to for expert legal advice and intervention; some calls are from parents or practitioners working with the young people.

Our legal team represents children and young adults at parole hearings helping them get safely released. We represent young people at adjudications, arguing strongly that the imposition of additional days is an inappropriate response to their behaviour, particularly when we have found the young people are incarcerated in some of the worst prisons in the country with little access to outdoors, poor food and no affection. Aylesbury prison resorts to adjudications

most readily and consequently has the most additional days imposed, holds teenagers and young adults, and it is no coincidence that it has one of the most restrictive and punitive regime of any prison.

The charity celebrated fifteen years of its legal service for children and young adults. We have transformed law, policy and practice. Our legal education work empowers young people and professionals to understand the law and improve outcomes. We have enhanced fairness for young people in prison and in the community.

We gave written evidence to the Independent Inquiry into Child Sexual Abuse and were consequently asked to give oral evidence. We argued that evidence of abuse emerges many years after incarceration and that the only way to protect children was to have as few as possible detained and that institutions should be upholding children's rights.

We have fought to end the use of solitary confinement of children in custody. We launched a judicial review in the high court representing a child who was held in solitary confinement in Feltham prison for months. We won on three of the four issues and appealed the principle of confining children like this on which the court found against us. The case is due to be heard towards the end of 2018. Following intensive work with the British Medical Association it published a strong statement calling for the ending of the use of solitary confinement in children's prisons. We did television interviews and gave oral and written evidence to the Parliamentary Joint Committee on Human Rights inquiry into solitary and restraint of children in custody.



**We opened 124 legal cases between November 2017 and October 2018**

## Transform prison

The strategic aim of the charity was to foster a good and useful life inside prison.

We set three indicators of success:

- To help to create a healthier prison culture
- To establish real work
- To reduce violence and deaths in prison

Towards the end of the year the number of men and women in prison had reduced by around 3,000 thus creating a small breathing space for the prisons where the population was reduced. This small reduction was achieved because courts sent fewer people to prison for short sentences, recalls declined marginally and people were being released more speedily on licence by governors. The reduction is fragile and because of the lack of legislation to embed it, needs constant pressure to ensure there is no backsliding.

The Howard League staff have spent a lot of time inside prisons this year, working with staff and managers and sharing good practice through these visits, media and the publication of research.

A series of blogs by the chief executive illustrated how governors were using imaginative methods for improving prison culture, from breakfast clubs for staff to barbeques for staff families. Restorative

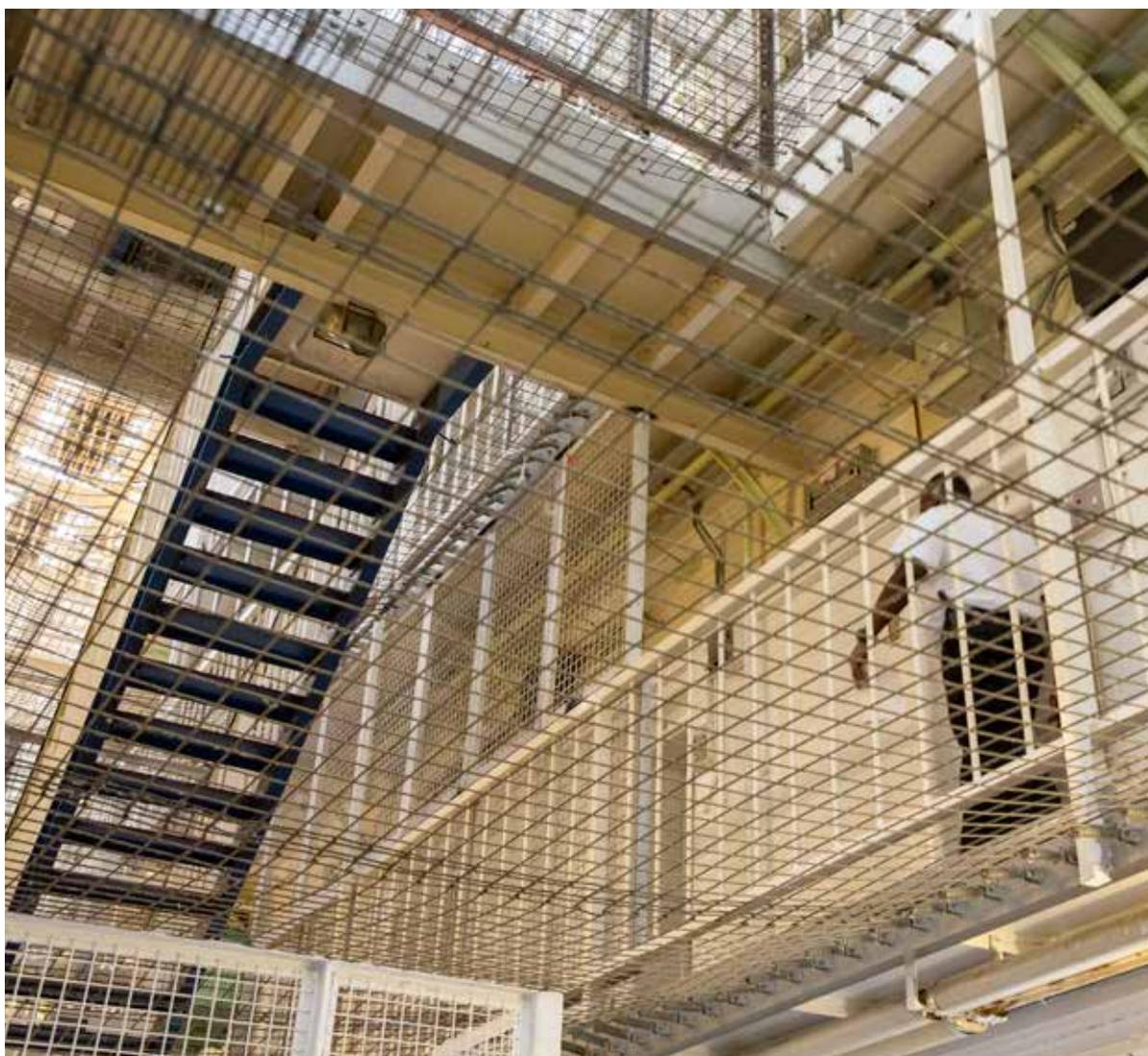
justice was being used in some prisons to reduce the resort to punishments.

Sadly, too many prisons were still imposing additional days and Howard League research published in August 2018 showed a total of 359,081 or 983 years or additional imprisonment were imposed in 2017. Additional days were imposed for rule infractions. Our lawyers represented one teenager who refused to leave his cell in a violence ridden prison because he was so afraid of being beaten up, he was taken to an adjudication and punished with additional days of imprisonment. Extra days are an indication of a prison out of control and contribute to a sense of injustice that fuels conflict and leads to a downward spiral.

We have continued to press the value of introducing real work in prisons by talking to ministers, officials and prisons. We think that building the concept into thinking about prisons will create the possibility once prisons have settled.

The good news is that the number of people dying by suicide has reduced this year. 70 men and women took their own lives in prison in 2017 and 184 died by natural causes. Overall the number of people dying in prison went down to 295 from 354 in 2016.

The Howard League has done a lot of work over recent years to share



information about good practice at reducing the incidence of suicide in prisons and so it is gratifying to see that things are improving.

Violence, assaults and self-injury continue to be a concern. Self-harm reached a record high of 42,837 incidents in the 12 months to September 2017, up 12 per

cent from the previous year. Assaults have continued to increase, reaching a record high of 28,165 recorded incidents in the 12 months to September 2017.



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**We hosted a drop-in ‘surgery’ event in Parliament attended by 23 MPs and staffers to learn about their local prisons**

## Promoting safer communities

The strategic aim of the charity was to develop partnerships to promote safer communities.

We set three indicators of success:

- To identify and promote best practice in the community
- To carry out public education on what makes communities safer
- To promote trust, fairness and civil rights

The awards ceremony last year celebrated the work of a wide range of statutory and voluntary agencies achieving success at keeping people out of trouble, out of the criminal justice system and into a better life. At the Howard League we know change is possible. People can change, institutions can be changed, whole systems can be changed. Here are some examples of how it can be done.

### **Problem Gambling – Diversion Pathway for Criminal Justice System Cheshire Constabulary and Beacon Counselling Trust**

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It has been identified that in excess of £8 million worth of fraud has been committed to fund problematic gambling from a number of offenders in Cheshire. There is a need for Cheshire Constabulary to address the root causes for gambling-related criminality. This is being achieved by working in partnership with the partner

agencies from the private sector, which have experts in the field of treatment for persons with problematic gambling, to reduce the risk of reoffending and “break the cycle” by reducing crime and victims of crime.

### **The Drug Education Programme Avon and Somerset Constabulary/ Swanswell**

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The Programme provides police officers with an intervention option for drug possession instead of criminal prosecution. It seeks to:

- Increase access to drug treatment services
- Provide officers with an effective, simple disposal that enables them to support those who can be diverted
- Improve the relationship between drug support services and the police.
- Police who find an individual in possession of any class of drugs, adult or juvenile regardless of their criminal history, can refer the individual into the programme.
- It is a one-off intervention, where individuals attend and are provided intervention and education around drugs, whilst also being assessed for further needs. This may be anything from educational material, to full support.



Coventry & Warwickshire Partnership & NHS Trust: Winners of the liaison and diversion category

### **Enrich Programme, Alana House Parents and Children Together**

The Alana House based Enrich Programme was developed in response to partners identifying a need to work together to better support women who have reached crisis point, often experiencing domestic abuse, poor mental health, substance misuse, poverty, unemployment and isolation.

The Howard League has shared information about the work done by all the winners and runners-up and held open days in partnership with some of the schemes so that local agencies and decision makers learn about the success of the work.



**1 in 4 children calling our helpline call about resettlement issues, including problems with unsuitable accommodation**

## Strengthening the charity

The strategic aim of the charity was to increase the strength and influence of the organisation.

The Research Advisory Group, comprising top academics from a range of social justice fields, provides advice and support to the charity and helps to develop our links with universities.

The early career academics network fosters our relationships with up and coming university researchers and teachers and links our work with new thinking.

We increased our membership and regular donors to almost 13,000 people and organisations. This provides the charity with a regular and secure income

to ensure our financial viability and independence.

We increased our contacts who have opted-in to receive emails and bulletins about our work and we are active on social media communicating with supporters. Our media relations are excellent and we are pleased that the research and campaigns are normally covered in the mainstream media sensibly and fairly. Staff undertake radio, television and press interviews, and provide background information daily to news outlets.

The trustees are grateful to the individuals and trusts who give generously to support the work of the Howard League. At a challenging time for fundraising the charity



Howard League staff and members took part in the London Legal Walk

has maintained its income and generated funding for new programmes of work. The charity is still exercising the planned drawdown from the substantial legacy of Lord Parmoor but this is now coming to an end. Within the next couple of years the charity will be towards the lower end of its reserves policy, although the freehold on the building provides an investment buffer for the future.

The Howard League has always enjoyed excellent relations and access to decision makers across the criminal justice, government and social policy worlds. The chief executive and her team meet with ministers and officials to share information and ideas. The charity's links with police, prosecutors and other charities ensure we can survey the landscape and keep up to date with new ideas and practices as well as feeding in our expertise and research.

As a penal reform organisation we rely on relationships with the vast array of people who are engaged in the system. We listen to victims, prisoners, people on probation, staff and young people in conflict with the criminal law. Our legal team work closely alongside young people in custody not only to get better futures for the individuals but also to learn from them and advocate for them to get policy improvements.

The reduced number of trustees following retirements from the board last year

means that the smaller group has been working closely together. The charity has always prided itself on its robust governance arrangements that ensure the organisation is well managed, its finances are scrutinised and carefully audited and its governance keeps up to date with regulatory and good practice guidance.

One of the benefits of being a relatively small organisation is that we are flexible and able to adapt quickly to changing challenges. Faced with a churn of ministers, the penal system in flux and new ideas emerging, the trustees are proud that the Howard League is a learning organisation and has been at the forefront of inspiring new thinking. Over the years the charity has led the way in revealing issues that had been hidden, ignored or unappreciated – from sex in prison to the high number of veterans in custody, the charity has been the first to raise concerns. The Howard League has been the only charity to work with police to reduce child arrests and now is working to end the criminalisation of children in residential care. This is a learning charity, a charity that is at the cutting edge of issues of public concern.



**We received over £171,000 in membership income this year. Please join us today at [www.howardleague.org](http://www.howardleague.org)**

## Publications

Justice for young people: 15 years of successful legal work, October 2017

The role of the prison officer, research briefing, published in partnership with Community union, November 2017

Ending the criminalisation of children in residential care: Briefing two: best practice in policing, December 2017

Children and sentencing: a guide for adults supporting children facing sentence in the criminal courts in England and Wales, March 2018

Ending the criminalisation of children in residential care: Briefing three: Hearts and heads – good practice in children’s homes, July 2018

The rising tide: additional days for rule-breaking in prison, August 2018

More than a roof overhead: what a home means to children in trouble with the law, May 2018



## Submissions

Response to the Crown Prosecution Service consultation on legal guidance on secondary liability, September 2017

Response to the Sentencing Council consultation on manslaughter, October 2017

Submission to the Justice Committee inquiry into transforming rehabilitation, November 2017

Submission to the Justice Committee inquiry into prison reform, December 2017

Submission to the Department for Education consultation on corporate parenting principles, December 2017

Submission to the Department for Communities and Local Government consultation on homelessness code of conduct for local authorities, December 2017

Submission to the Department for Education consultation on changes to statutory guidance: working together to safeguard children, December 2017

Submission to the Health and Social Care Committee inquiry to scrutinise the green paper: Transforming children and young people's mental health provision, January 2018

Submission to the draft Animal Welfare (Sentencing and Recognition of Sentence) Bill, January 2018

Submission to the Joint Committee on

Human Rights inquiry on human rights and attitudes to enforcement, February 2018

Submission to the Welsh Affairs Committee on prison provision in Wales, March 2018

Submission to the Health and Social Care Committee inquiry into prison healthcare, May 2018

Response to the civil society strategy engagement exercise, May 2018

Response to the Joint Committee on Human Rights consultation on solitary confinement and restraint on detained children, May 2018

Submission to the Commission on justice in Wales, June 2018

Response to HM Inspector of Prisons consultation on the expectations for children's YOIs, July 2018

Response to the Ministry of Justice's consultation on reconsideration of Parole Board decisions, July 2018

Response to the Ministry of Justice's secure schools consultation, July 2018

Response to the Sentencing Council's consultation on public order offences, August 2018

Response to Ofsted's consultation on the proposed changes to joint inspections of secure training centres, August 2018

## Trustees

Dr Rachel Condry  
Matthew Ball, resigned from the board in 2017  
Samantha Kennedy  
Sally Lewis OBE, treasurer  
Gerry Marshall, vice chair  
Elizabeth Morony  
Eoin McLennan-Murray, chair  
Lucy Scott-Moncrieff  
Professor Pamela Taylor  
Danielle Vidal

### Staff during the year

Lorraine Atkinson	senior policy officer
Oscar Campbell	graphic designer
Frances Crook	chief executive
Stephanie Davin	campaigns officer
Anita Dockley	research director
Marie Franklin	caseworker
Philip Goring	finance & admin officer
Natasha Hermans	caseworker & advice line officer
Dr Laura Janes	legal director
Euginia Lolomari	finance director
Sophie Lumsden	membership manager
Sinead MacCann	solicitor
Andrew Neilson	campaigns director
Barbara Norris	events & website manager
Rob Preece	communications manager
Claire Salama	solicitor
Louise Scarce	membership officer
Anna Spencer	caseworker
Catryn Yousefi	programmes manager

### Editor in chief of the Howard Journal of Crime and Justice

Ian Loader  
*professor of criminology and  
professorial Fellow of All Souls College,  
Oxford University*

### Editors

Vanessa Barker  
*associate professor of sociology at  
Stockholm University*

Rachel Condry  
*associate professor of criminology and  
a Fellow of St Hilda's College, Oxford  
University*

David Green  
*professor at John Jay College of  
Criminology, New York*

Simon Mackenzie  
*professor, head of school, School of  
Social and Cultural Studies, University of  
Wellington, New Zealand*

### Publishing editor

Brenda McWilliams

### Managing editor

Anita Dockley



The Howard League for Penal Reform is grateful to Clifford Chance LLP for seconding trainee solicitors to support the legal work for children and young people in custody and for the use of its premises for events.

The Howard League for Penal Reform benefited from the contribution of students and voluntary interns during the year.

Thank you.



Rory Stewart OBE MP speaking at our fringe event at the Conservative Party conference

## Plans for 2018–2019

The board of trustees met in April 2018 to agree the strategy for the coming financial year and broadly our principles and aims remain the same and the charity will focus on five areas

### **1 To reform sentencing**

*Strategic aim: To have fewer people in prison*

*Indicators of success:*

- Reduce the prison population
- Make the case for radical sentencing reform
- Reduce recalls and extra days and increase discretionary releases

### **2 Justice for children and young people**

*Strategic aim: To work for less crime and fewer children and young people in the penal system*

*Indicators of success:*

- Reduce child arrests and the criminalisation of children in residential care
- Improve access to justice for young people
- Improve the treatment of young people in custody

### **3 Transform prison**

*Strategic aim: To foster a good and useful life inside prison*

*Indicators of success:*

- Help to create safer prisons
- Reduce violence and deaths in prison
- To create safer and more purposeful prisons

### **4 Promoting safer communities**

*Strategic aim: To develop partnerships to promote safer communities and reduce entry to the criminal justice system*

*Indicators of success:*

- Identify and promote best practice in the community
- Carry out public education on what makes communities safer
- Promote trust, fairness and civil rights

### **5 Strengthening the charity**

*Strategic aim: To increase the strength and influence of the organisation*

*Indicators of success*

- Increase membership/committed givers
- Grow our contacts
- Maintain fundraising income
- Develop influence with opinion leaders, practitioners and supporters
- Be a hub for participation
- Ensure sound governance
- Be a learning organisation

## Financial review

### Honorary treasurer's report

The Howard League has accomplished a number of our set objectives this year and, in spite of the challenging fundraising landscape faced by the charity sector at large, the Howard League has continued to generate income. We ended the year with a slightly lower than expected income of £957,028, which was a reduction from previous year of £1.0m.

We maintained a positive financial position and excellent staff morale in sustaining the level of activities during the year.

The charity had annual expenditure of £1.3m and total funds of £2.4m.

Expenditure has fallen reflecting the implementation of lower cost solutions to deliver our work. We have drawn down from our reserves as planned; we ended the year with a deficit, before investment movements of £369,014. We have been drawing on the legacy we received some nine years ago in a planned drawdown to invest in achieving our charitable objective. The charity continues to develop new streams of income to create a platform of sustainable funding. Funding from the strategic reserve supports our policy, research and communications work and the legal work for young people in custody.

### Reserves

Restricted funds received for specific projects or purposes that are not available for general use stand at £348,583.

The board of trustees review the reserves policy annually and we aim to ensure that adequate funds are held to run the charity for a period of at least 12 months. As at the end of the year, our free and unrestricted reserves would cover just over 1 year at current expenditure levels.

### Investments

The trustees have the power to invest in such assets as they see fit. Investment decisions have been taken with a view to maximising the return at a low level of risk, maintaining reasonable access to ensure the availability of funds for the purposes they are intended, and avoiding investments that are not compatible with the aims of the Howard League or which are detrimental to its wellbeing.

As at 31 May 2018, the charity's holding in Cazenove Charity Multi Asset Fund was valued at £845,341.

### Fundraising disclosures

The Howard League does all its fundraising in house via the contributions from its members and supporters, grant making trusts and gifts in wills. We do not currently use external agencies for fundraising. For 12 months to the 31 May 2018 we received no complaints in relation to our fundraising activities. Via written policies and training, staff receive guidance regarding data protection and managing communications with vulnerable members of the public.

Sally Lewis OBE



## Summary of financial information 2017/2018

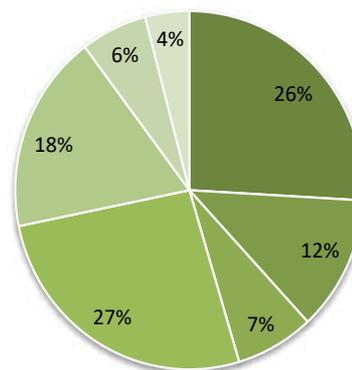
<i>Income</i>	
Donations and legacies	£247,978
Other trading activities	£58,956
Investment income	£39,147
Charitable activities	£610,946
<b>Total income</b>	<b>£957,027</b>
Investment gains	£7,657

<i>Assets &amp; liabilities</i>	
Asset Type	Asset Value
Own use assets	£ 1,216,423
Long term investments	£900,644
Other assets	£387,381
<b>Total Liabilities</b>	<b>£(55,721)</b>

<i>Expenditure</i>		
		% of total spending
Raising funds	£77,832	6%
Charitable activities	£1,248,210	94%
<b>Total expenditure</b>	<b>£1,326,042</b>	

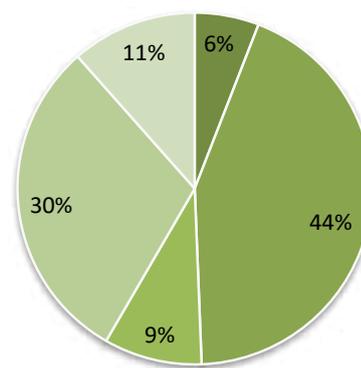
### Income

- Donations and legacies 26%
- Campaigns, policy & research 12%
- Events, conferences & publications 7%
- Legal services for young people 26%
- Membership income 18%
- Other trading activities 6%
- Investments 4%



### Expenditure

- Raising funds 6%
- Campaigns, policy & research 44%
- Events, conferences & publications 9%
- Legal services for young people 30%
- Membership 11%



The summary of financial information shows the income raised for our activities, the cost of raising the income and amounts spent on our charitable activities. The information is taken from the full financial statement which was approved by the trustees on 16 October 2018. In order to gain a full understanding of the financial affairs of the charity, the full audited financial statements, trustees' annual report and auditors report can be consulted. Copies can be obtained from the Howard League offices or [www.howardleague.org](http://www.howardleague.org)

Howard League  
In the Shadow of the Noose: Attempts  
to Abolish the United Kingdom's Principled  
Opposition to the Death Penalty.

Ben Emmerson QC



Ben Emmerson QC delivered a lecture on capital punishment



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# How you can support the Howard League

## **Join us**

Add your voice to our movement. Every voice counts and we hope that you will add yours.

## **Sign up to our updates**

Keep up to date with our latest news, events and campaigns by signing up to email updates on our website.

## **Make a donation**

We rely on voluntary donations to continue our work for less crime, safer communities and fewer people in prison.

## **Leave a legacy**

A legacy ensures that your commitment to penal reform will continue beyond your lifetime. Your gift will help us continue to inform, inspire and campaign for real change in the criminal justice system.

## **Life membership**

Become a life member and help us ensure our future.

## **Follow us**

Our Twitter, Facebook and Instagram channels will keep you up to date on our work and let you know how you can get involved.

For more information visit  
[www.howardleague.org](http://www.howardleague.org)

## **Howard League** for Penal Reform

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