

ANNUAL REPORT 2020

Numbers

↓ 70,000

Since we began working to reduce child arrests, the number of arrests carried out each year has dropped from 250,000 to 70,000

2 8,165

Calls received on the legal advice line from 72 different prisons

640 3

Children and young people, with 838 distinct issues, given free help and support by the legal team

300+

Our annual lecture in 2019 was delivered by the Director of Public Prosecutions, Max Hill QC, to an audience of some 300 people and was generously hosted by top law firm Clifford Chance

32,000+

Our social media presence is lively and growing with over 32,000 Twitter followers

Welcome from the chair



PROFESSOR FERGUS MCNEILL, CHAIR

If ever there was a time to ‘stem the flow’ of people into our bloated and ineffective criminal justice system, this is it.

The latter half of the year covered in this review has perhaps been one of the strangest and most disrupted in the peacetime history of the Howard League for Penal Reform, and for the country at large. It is no surprise – and yet a matter of great pride and appreciation – that the staff and supporters of the Howard League have risen to the challenges created by the Covid-19 pandemic so effectively. While remaining true to our principles and resolute in the pursuit of our charitable objectives, like many, many others, we have had to find new ways to advance our crucial work. That work is indeed more crucial than ever: people caught up in the criminal justice system, in whatever role, have suffered greatly. Both the pandemic and the public health measures required to suppress it have hit hardest at the most disadvantaged and the most vulnerable in our society; including those in our over-crowded and under-staffed prison and probation systems. If ever there was a time to ‘stem the flow’ of people into our bloated and ineffective criminal justice system, this is it. And yet our Government – once again – has ignored the evidence and missed the opportunity for progressive change, seemingly insensitive to the human and social costs of its policies.

But, as always, this will only lead us to re-double our efforts and our commitment, both to hold them to account, and to offer realistic, evidence based, constructive and workable alternatives to the crude and careless populism that feeds the criminal injustice.

In the year ahead, our organisation faces significant transitions; not just, as we all hope, through and beyond the pandemic, but also in our own leadership. The evidence in this report suggests that, thanks to the hard work of Frances Crook, our leadership team and all our staff, and to the continued support of our members, we are very well-equipped to face both challenges as we always do – with energy, enthusiasm and imagination.

I am extremely pleased to announce that Lord Ken Macdonald QC, the former Director of Public Prosecutions and currently Warden of Wadham College, has become the Honorary President of the Howard League.

Report of the chief executive

The year has been dominated by the Covid-19 pandemic which affected all our programmes of work, focussed attention on prison conditions and safety, and meant finding new ways of working for the staff. We acted rapidly to reorganise staff to work from home and decided that we would not use the furlough scheme as all our people could work effectively from home. I am proud of the flexibility of everyone who adapted within days and managed to continue with energy, enthusiasm and skill under very difficult circumstances. We all found the fear and anxiety in the country, indeed internationally, very stressful but the amazing team that is the heart of the charity continued to provide excellent support for young people in prison, to deliver briefings and policy statements, and resolutely to carry on achieving our charitable objectives.

This annual report describes how the year has been one of two halves, from autumn 2019 to February 2020 the charity was engaged in a wide range of campaigns using our normal mechanisms. From March 2020 onwards we adapted to the lockdown.

Because of the lockdown, we were not able to carry out prison visits and a lot of meetings with police and other agencies were cancelled. We could not hold the open days to celebrate the projects that won awards for keeping people out of the criminal justice system. We were extremely disappointed to have to cancel our international conference, but hope to hold it in 2022. Other events, seminars and conferences were also cancelled. We missed the contact with practitioners and the lively exchange of views and ideas that we normally enjoy. We did manage to continue the legal, policy and campaigning work, but in different ways.

All the staff continued to work effectively, but differently, from their homes. The way everyone adapted to the challenges of working remotely was remarkable. I pay tribute to the commitment and tenacity of all the Howard League for Penal Reform staff.

It has been a privilege and a joy to work on issues central to the life and health of the nation and with so many wonderful people.

On a personal note, this will be the last annual report I write. I will be retiring next year after 35 years. I am the ninth head of the organisation since 1866, almost all of whom spent two or three decades in post. It has been a privilege and a joy to work on issues central to the life and health of the nation and with so many wonderful people. It has been quite a journey, as I entered an organisation that was struggling financially with no staff in place. I leave the charity with the most fantastic staff and trustees and in a secure financial place and having achieved some notable reforms.

Thank you.



FRANCES CROOK, CEO WITH RT HON DAVID LAMMY MP

Report of the trustees

**STRATEGIC VISION AND PRIORITIES:
2019–2024**

In 2019 the board of trustees set the strategic vision and priorities for the coming five years.

The Howard League for Penal Reform recognises the humanity of all people involved in criminal justice. We seek to uphold their dignity and respect their human rights.

We strive to minimise the human suffering and social harms that are both causes of crime and consequences of punishment.

We stand for constructive forms of justice that contribute to building a safer, fairer society.

We stand against abuse and mistreatment and all forms of inappropriate discrimination in the criminal justice system.

- To these ends, we are committed to:
- ◊ Remaining fearlessly independent, radical and critical in our campaigning, as well as being pragmatic, engaged and influential
 - ◊ Sustaining high-quality, high-profile public engagement and education around criminal justice concerns
 - ◊ Being principled in our approach, as well as evidence-based and research-informed
 - ◊ Maintaining the culture of curiosity and ingenuity that allows us to respond to new crime and justice challenges in ways that are flexible, dynamic and agile
 - ◊ Using the law and the courts to challenge injustice
 - ◊ Being well-managed, well-governed and sustainable as a charitable organisation
 - ◊ Being committed to working in partnership with others who share our values and goals.



**01 - STEMMING
THE FLOW**

The Howard League will focus work on stemming the flow of people into the system, advocating for solutions which, as much as possible, lie outside of the criminal justice system.

The criminal justice system is not a static repository of people. It is better understood as a flow of individual lives, from point of arrest, through community interventions, all the way to the population in penal custody and beyond.



**02 - BETTER
JUSTICE**

The Howard League will focus work on better justice which emphasises rights and remedies. When solutions must be sought from within the system, then these should be as non-invasive and flexible as possible. Prison must be a true last resort.

Alongside stemming the flow, we will promote better justice systems.



**03 - STRENGTHENING
THE CHARITY**

Work on stemming the flow or better justice is impossible without a solid underpinning for the charity.

The Howard League will focus work on strengthening the charity which speaks to our vision of being a well-managed, well-governed and sustainable charitable organisation. In particular, we shall continue to devote efforts to grow our membership, expand our influence and maintain our independence.

Stemming the flow

CRIME AND GAMBLING

The Commission on Crime and Problem Gambling is working to find new and better ways of preventing crime linked to gambling.

- What are the links between problem gambling and crime?
- What impact do these links have on communities and society?
- What should be done?



The Commission issued a call for evidence, held oral evidence sessions and published an in depth review of the research landscape. A research programme has been agreed with the first piece of work on sentencers' understanding and treatment of problem gamblers due for publication next year. The programme of oral hearings had to be postponed due to the Covid-19 pandemic but is due to resume with virtual meetings in the autumn of 2020.

Chaired by Lord Peter Goldsmith QC, the Commissioners are:

- Dr Jamie Bennett, former prison governor and now deputy director in Her Majesty's Prison and Probation Service
- Andrew Black, co-founder of Betfair
- Prof Henrietta Bowden-Jones OBE, director of the National Problem Gambling Clinic
- Matt Burton, assistant chief constable, Cheshire Police
- Dr John Chisholm CBE, chair of the Medical Ethics Committee, British Medical Association
- Jon Collins, chief executive, Magistrates Association
- Frances Crook, chief executive, Howard League for Penal Reform
- Elizabeth Morony, partner, Clifford Chance LLP
- Andrew Neilson, director of campaigns, Howard League for Penal Reform
- Neil Platt, clinical director, Beacon Counselling Trust
- Sarah Ramanauskas, senior partner, Gambling Integrity
- Prof Gerda Reith, University of Glasgow
- Norma Stephenson OBE, councillor, Stockton on Tees Borough Council
- Sue Wade OBE, former chair, Howard League for Penal Reform

STEMMING THE FLOW OF WOMEN INTO THE SYSTEM

Two programmes aimed at stemming the flow of women into the criminal justice system and diverting from prison worked alongside the charity's support for the All Party Parliamentary Group on Women in the Penal System. The APPG was chaired jointly by Baroness Jean Corston, Kate Green MP and Victoria Prentis MP until they got frontbench jobs and at an extraordinary meeting Jackie Doyle-Price MP and Debbie Abrahams MP were elected to join Jean Corston as joint chairs, and the Lord Bishop of Gloucester and Baroness Hamwee were elected as officers.

Building on the relationships and authority we constructed with the police when we worked to reduce child arrests, we started to work with police to examine why women were being arrested and what could be done to reduce the number. The APPG held an evidence session in February in Parliament attended by MPs and peers from all parties. In September 2019 the APPG published *Arresting the entry of Women into the criminal justice system*, a briefing based



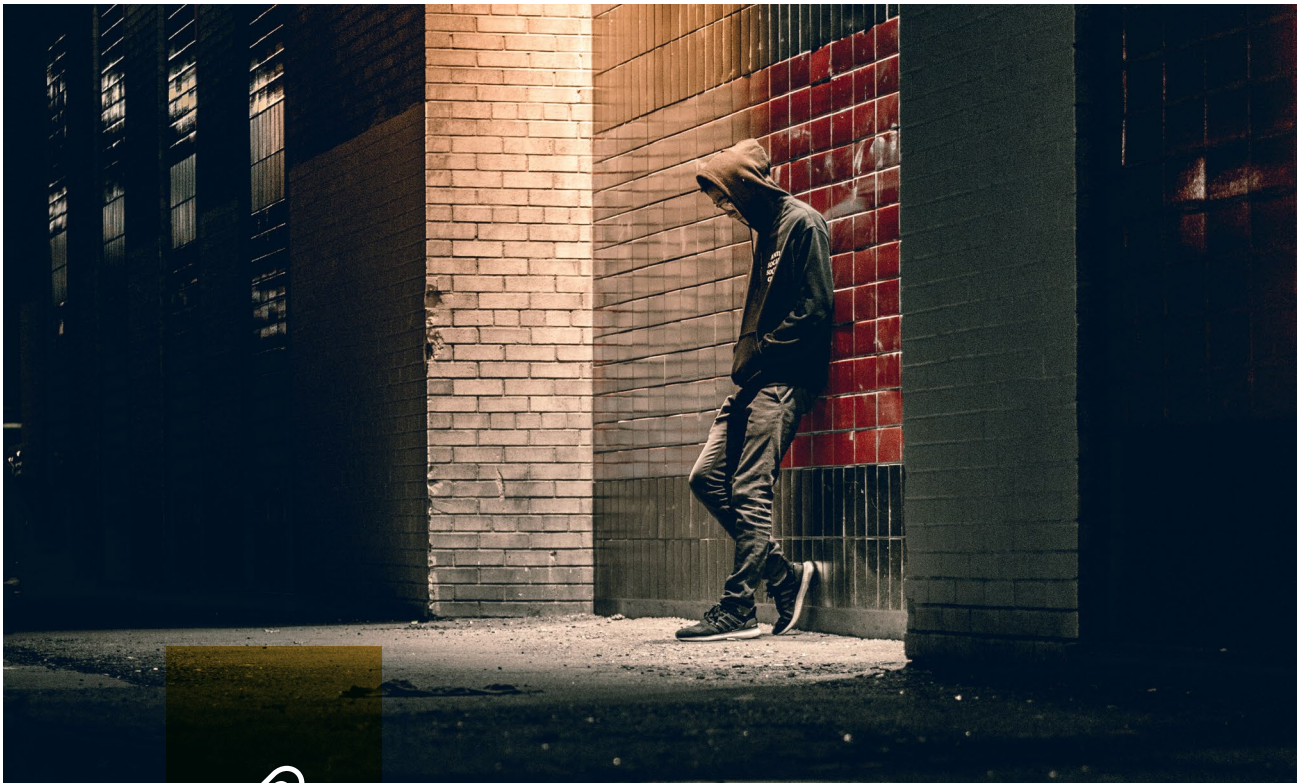
on the evidence and arguing that women who need support should not be arrested. Home Office data showed that police carried out 103,000 arrests of women in 2018, which the APPG argued was often in the misguided belief that it would help women to get the support they needed from other services.

A second briefing on *Arresting the entry of women into the criminal justice system* was published in September 2020 using information on the arrests of over 600 women provided by five forces. This showed that almost half of arrests of women resulted in no further action, including arrests for alleged violence. The APPG argued that far too many women are being arrested, held in cells and are tying up police time unnecessarily.

Further evidence sessions had to be postponed due to the Covid-19 pandemic, but work with police continued remotely.

The charity published a briefing that showed how thousands of women were being sent to prison on remand unnecessarily and that most could safely be managed in the community. The publication *Reset: Rethinking remand for women*, was the start of work to campaign for significant legislative and practice reform to ensure that women are only remanded to custody in the most exceptional circumstances.

The APPG wrote to the secretary of state, a letter that had all party support and was signed by 44 MPs and peers, urging release of eligible women from prison during the Covid-19 pandemic. In the end, only a handful of pregnant women and women with babies were given early release.



REDUCING CHILD ARRESTS

One of our proudest achievements is the work to reduce child arrests. When we started, the police carried out 2,000 arrests of children aged 10 and 11, whereas last year this was down to 383. For years there have been attempts to raise the age of criminal responsibility in England and Wales by legislation, but we have worked to do it by getting the police, as the entry point, to change their practices. Tens of thousands of young children, and hundreds of thousands of teenagers have benefited from our work.

When we first gathered the figures, in 2008, we found that police in England and Wales carried out 314,521 arrests of children. A decade on,

we published the figures for 2018 which showed there were 70,078 child arrests.

We worked to prevent children entering the toxic criminal justice system. Fewer children arrested resulted in fewer children being sucked through the briars of criminal justice and the number of children in prison fell commensurately to just over 600 from several thousand. This is good news for children who do not have their lives blighted by an arrest, good news for families and parents, good news for the taxpayer as children are expensive to deal with, and good news for communities as all evidence shows that reduced contact with police and the criminal justice system also reduces anti-social behaviour and crime.

ENDING THE CRIMINALISATION OF CHILDREN IN RESIDENTIAL CARE

The Howard League is undertaking a programme of work to end the criminalisation of children living in residential care.

The sixth briefing, *Ending the criminalisation of children in residential care: victims not criminals, protecting children living in residential care from criminal exploitation* was published in March 2020, examining the intersection between child criminal exploitation and residential care. Significant progress has been made in reducing the criminalisation of children in residential care since the Howard League exposed the issue in 2016. Despite this progress, people involved in crime, including those operating ‘county lines’, are taking advantage of failings in children’s social care and central government oversight to exploit and abuse children in residential care.

CRIME CUTTING PROJECTS

The Howard League celebrates the fantastic work done by organisations across the UK who reduce crime and transform lives by keeping people out of the criminal justice system. Each year we hold an event to bring people together and share ideas and to hand out awards to the best projects. Last year chef, author and broadcaster Prue Leith presented the awards and commendations. A full list of winners is on our website.

In normal years we have collaborated with the winning projects to host open days so that local magistrates, probation, politicians and other organisations can come together to learn about the projects. In 2020 we had open days arranged, but they had to be cancelled because of the national Covid-19 lockdown.



GOVERNMENT

We work with parliament, government and officials from across agencies. We have made numerous submissions based on our research and expertise to parliamentary committees and these are all published, often generating media coverage. Substantial policy papers included work on policing, the use of force in prisons, the prison estate, the future of probation and sentencing.

During the Covid-19 lock down we sent weekly briefings on penal issues to Parliament’s Justice Committee.

During the general election campaign at the end of 2019, we co-ordinated work with sister

organisations in the criminal justice field to urge political parties not to use inflammatory and punitive rhetoric. We wrote to the political party leaders urging them to temper their language and promote evidence-based policies on law and order.

In the period up to and including the general election the charity lost some good friends in all political parties in Parliament who lost their seats or were pushed out. After a period of instability in leadership, with six secretaries of state in eight years, it is welcome that Robert Buckland QC MP has remained in post since July 2019 to provide continuity.

PUBLIC EDUCATION

For over 150 years the charity has taken its public education responsibilities very seriously. In 2019 we held public events to discuss penal policy and promote our research and policies. A full day conference in November brought together 150 professionals from police, local authorities and the voluntary sector to learn about and celebrate the best schemes that keep men, women and children out of trouble and out of the criminal justice system.

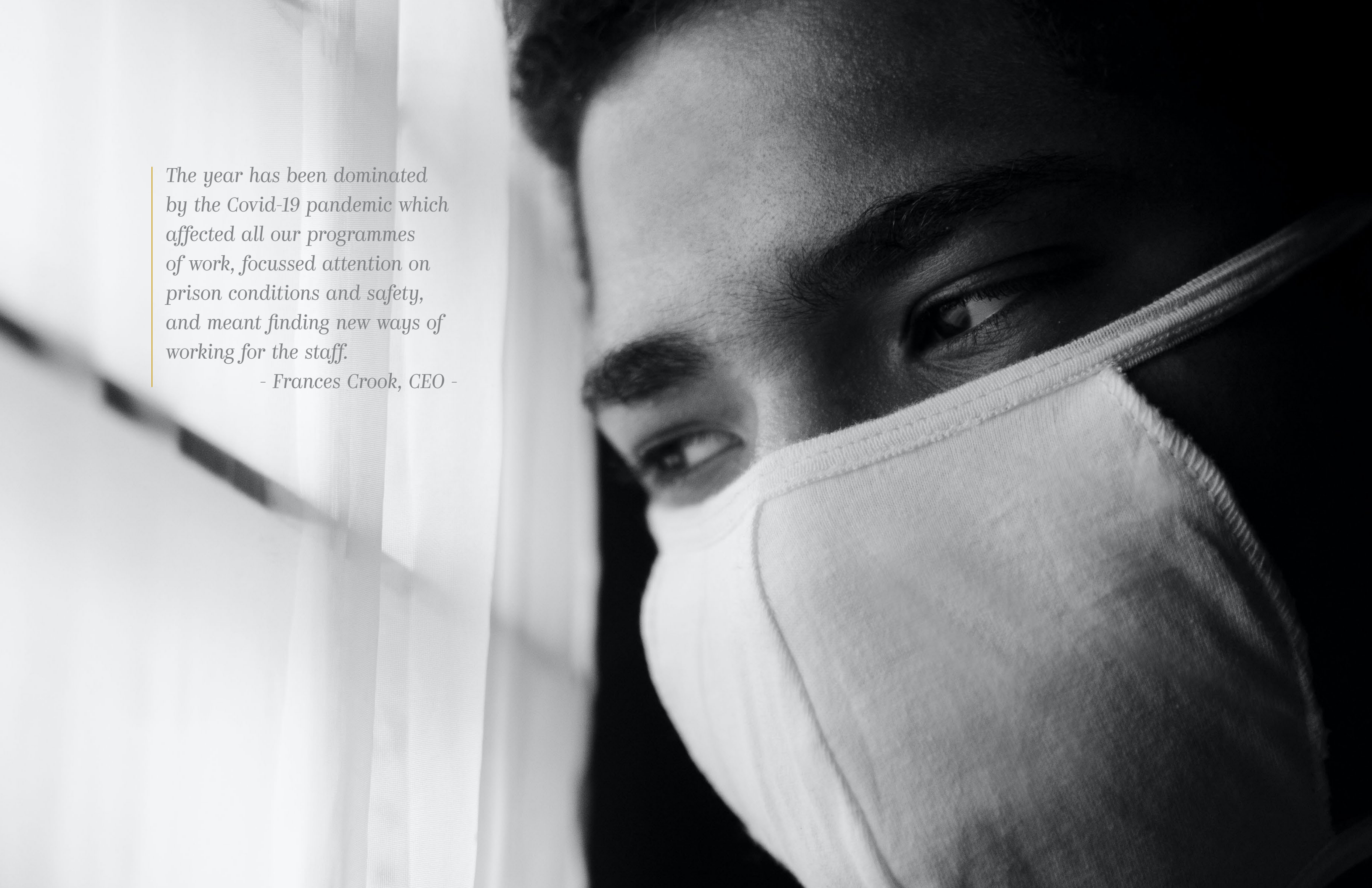
We held a roundtable discussion on sentencing women attended by magistrates and justices’ clerks, and had a schedule of major conferences and events planned for 2020, all of which had to be cancelled because of the lockdown and subsequent requirement on social distancing. The charity plans to hold virtual events in the autumn and hybrid events in 2021.

Our annual lecture in 2019 was delivered by the Director of Public Prosecutions, Max Hill QC to an audience of some 300 people and was generously hosted by top law firm Clifford Chance. Max Hill QC talked about defendants with mental health conditions and how they are treated in the criminal justice system.

Our website is well used and we keep it up to date with information about our work and the broader criminal justice system. We publish a newspaper that is distributed to 10,000 supporters and we email supporters every month. Our social media presence is lively and growing with over 32,000 Twitter followers.

The year has been dominated by the Covid-19 pandemic which affected all our programmes of work, focussed attention on prison conditions and safety, and meant finding new ways of working for the staff.

- Frances Crook, CEO -



Better justice



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At the core of the work to promote a better justice system is the legal work of the charity which involves representation of children and young adults in the penal system and promoting system reform.

The legal team received 8,165 calls on the advice line from 72 different prisons.

Through the access to justice service, by which we give free legal advice, the legal team helped 640 children and young people with 838 distinct issues. The advice related to a wide range of issues, the most common being resettlement, adjudications and treatment and conditions. The team monitors the profiles of the people who contact us to make sure we are being contacted by a representative section of the young people in custody.

The legal team opened 134 cases for 84 children and young people. This meant we worked intensively representing the young people, again these related to a wide range of issues – the most common were resettlement issues and planning, oral representations and written representations for parole and community care.

We published a step by step guide to help lawyers advocate for looked-after children at the police station. These children are less likely to receive support from family or another trusted adult at the police station and they are entitled to additional protections set out in law, policy and guidance. We promoted the guide and improved practice to hundreds of criminal practitioners at seminars in London, Birmingham and Manchester and in an article in the Law Society Gazette.

Towards the end of 2019 we published a step by step guide on supporting children from custody to the community for legal practitioners, having worked intensively with around 100 prison lawyers, caseworkers and 100 children to identify the difficulties they faced.

We started a new project to embed our work on sentencing principles for young adults, working for a distinct approach by district judges and in the crown court.

In March 2020, when the country locked down to prevent spread of Covid-19, reduce infection and protect life, prisons also shut down programmes, activities and contact. This meant that prisoners were locked in their cells except for half an hour or so a day to do essentials like shower and make phone calls. We argued that people coming towards the end of their

sentences could, and should, be released earlier in order to ease pressure on the system. We joined with the Prison Reform Trust to consider judicial review to force this on the government and we wrote a series of strong letters to the secretary of state, judiciary and prosecutors. Prison governors also supported early releases. The government rejected the proposals and instead relied on imposition of an extremely restricted regime and a slow reduction in the prison population due to the courts not sitting.

We published briefings setting out the dire situation of children and young adults in prison during the pandemic, drawing on our experiences from the legal work, these were widely used by legal practitioners to avoid sending young people to prison. We also wrote to the judiciary and prosecutors asking them to show leadership and adapt their approach.

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Leaflets explaining children’s rights were distributed to prisons and handed to children. Our lawyers and caseworkers gave advice and support on the free advice line on thousands of phone calls and represented children and young people at adjudication and parole hearings to secure better justice for them. Amongst the many young people helped:

- a. A care leaver was released on home detention curfew (HDC) after we successfully challenged children’s services to provide him with accommodation
- b. A 15-year-old was transferred to suitable accommodation close to his family after being released on HDC to unsuitable accommodation

- c. Successfully challenged social services to secure a suitable supported accommodation for an autistic 18-year-old who had no placement the day before release
- d. Supported a 21-year-old whose HDC application was delayed, enabling him to be released on Christmas Eve so not staying in prison over the holidays
- e. Secured early release of a young adult so that he was released in time to attend family member’s funeral
- f. Supported a 20-year-old young adult with learning difficulties who had been in custody since he was 16 years old to secure accommodation funded by children’s services

- g. Successfully secured the release of a child on HDC to his mum’s address instead of a children’s home
- h. Successful challenge to a local authority’s refusal to find accommodation for a child to enable release
- i. Successful challenge to Birmingham children’s services’ failure to provide a suitable placement for an extremely vulnerable girl on release from custody
- j. Successful challenge to children’s services to make sure suitable accommodation and support was in place for child on release from Werrington prison.

A publication in 2019 showed how the rights of children in trouble with the law, and particularly those in custody, are routinely overlooked and ignored. *All our Children: the work of the Howard League to make the rights of children in trouble a reality in England and Wales*, celebrated the 30th anniversary of the UN convention on the rights of the child and explained how our work has used our legal and campaigning expertise to improve the lives of children.

Whilst extraordinary circumstances resulted in almost all prisoners spending all day locked in their cells, we worked to make sure that children always have their rights and needs respected. The case of AB, a child we are representing who had been held in solitary in Feltham prison for months, is listed for a hearing in the Supreme Court next year. This case resulted in the chief inspector of prisons conducting a thematic review of the separation of children and publishing a damning report in January 2020 which led to the creation of a task force to examine the issue.

JUSTICE AND FAIRNESS
IN PRISON

Prisons had deteriorated even before the Covid-19 lockdown. 294 people died in the 12 months to the end of June 2020 and in the same period there were 64,552 recorded incidents of self-injury. Assaults were recorded at the rate of one every 17 minutes.

The system is riven with discrimination and racism. Over half the children in custody are from Black and minority ethnic communities. The legal team has launched a new programme of work to produce a practical guide to support lawyers to change their practice and tackle discrimination against Black people in the criminal justice system.

Prisons should be places of justice, we argued when we launched a new programme of work to encourage different thinking about what happens behind bars. As the most absolute expression of the criminal justice system, prisons should meet the very highest standards of justice. This was the central message in the briefing, *Justice does not stop at the prison gate*. We explored the need for a fundamental shift to facilitate a sense of agency and responsibility amongst prisoners, rather than a culture of compliance and institutionalisation.

Strengthening the charity

Our membership and regular donors reached a record of 13,500 and retention is excellent at 90 per cent. We have over a thousand prisoners and their families as members.

Our thanks to all our individual donors, trusts and organisations who give their money, their time and their effort to support our work. The charity guards its independence and its integrity fiercely and thus relies on voluntary funding.

Our fundraising continues to be successful. We secured funding for three years for the Commission on Crime and

Problem Gambling, three years more funding from the Big Lottery to support our legal work with young people, three years funding from Lloyds Bank Foundation to support work to reduce the arrests of women and many other significant grants and gifts. This means we are financially sound for the coming few years with a range of income streams that means the charity is not reliant on any one source of funding. Fundraising is always going to be a constant refrain to make sure that the Howard League is part of the civil society landscape and able to contribute to health and well being of the nation.

We are grateful for the continuing relationship with the Barrow Cadbury Trust for supporting our work on young people and sentencing; BBC Children in Need for supporting our legal work for children in custody; and the Legal Education Foundation Justice First Fellowship programme that has part funded a training contract to support a member of staff to qualify as a solicitor.

We have established a Fellowship programme to engage with magistrates and senior academics and held our first seminar which explored issues about the remand of women.

We work with other voluntary organisations to support each other's initiatives. We set up an informal group of chief executives in the sector to liaise during the general election and have continued meeting to discuss criminal justice developments.

We have established networks to bring together experts and practitioners working in academia and in the criminal justice system. The Early

Career Academic Network went from strength to strength, publishing a regular bulletin and engaging with academics across a range of disciplines. The Lawyers Network held a series of face to face and on-line meetings to discuss our specialist publications and share good practice, focussing on the needs of children and young adults. The Research Advisory Group brought together senior academics to advise our research and policy work.

Our thanks to Professor Ian Loader and the team that publishes the *Howard Journal of Crime and Justice* which is celebrating its centenary this year.

The University of Leicester, together with the Howard League as a collaborative partner, has secured funding for an ESRC Doctoral Studentship to produce the first history of the Howard League for Penal Reform.

Our media and social media imprint has grown during the year. On top of 32,000 followers on Twitter we have communicated on Facebook and Instagram. We have done interviews on the BBC Radio Today and Woman's Hour and numerous television and radio interviews. Our work and our concerns are covered almost daily in the press nationally, locally and in specialist legal media.

The trustees extend their thanks to members, supporters and the many people who have volunteered their time and expertise to help the charity achieve so much during the year.



OUR 2019 COMMUNITY AWARDS WINNERS WITH GUEST PRESENTER, PRUE LEITH



Our Publications



CHILDREN

- Representing looked-after children at the police station: A step by step guide for lawyers, September 2019
- All our children: the work of the Howard League to make the rights of children in trouble a reality in England and Wales, November 2019
- Child arrests in England and Wales 2018, December 2019
- Supporting children from custody into the community: A step by step guide, December 2019
- Ending the criminalisation of children in residential care: victims not criminals, protecting children living in residential care from criminal exploitation, March 2020
- Ending the detention of unsentenced children during the Covid-19 pandemic, a practitioners' guide, April 2020
- Children in prison during the Covid-19 pandemic: a briefing from the Howard League for Penal Reform, May 2020
- Your rights during Covid-19: a leaflet for children in custody, July 2020



OTHERS

- Annual review of the Howard League for Penal Reform 2018-2019, November 2019
- Justice does not stop at the prison gate: justice and fairness in prisons, February 2020
- Commission on Crime and Problem Gambling: the research landscape, June 2020
- Young adults in prison during the Covid-19 pandemic, June 2020
- Reset: rethinking remand for women, July 2020
- Two editions of the newspaper, the Howard, were published and distributed in hard copy and on the website



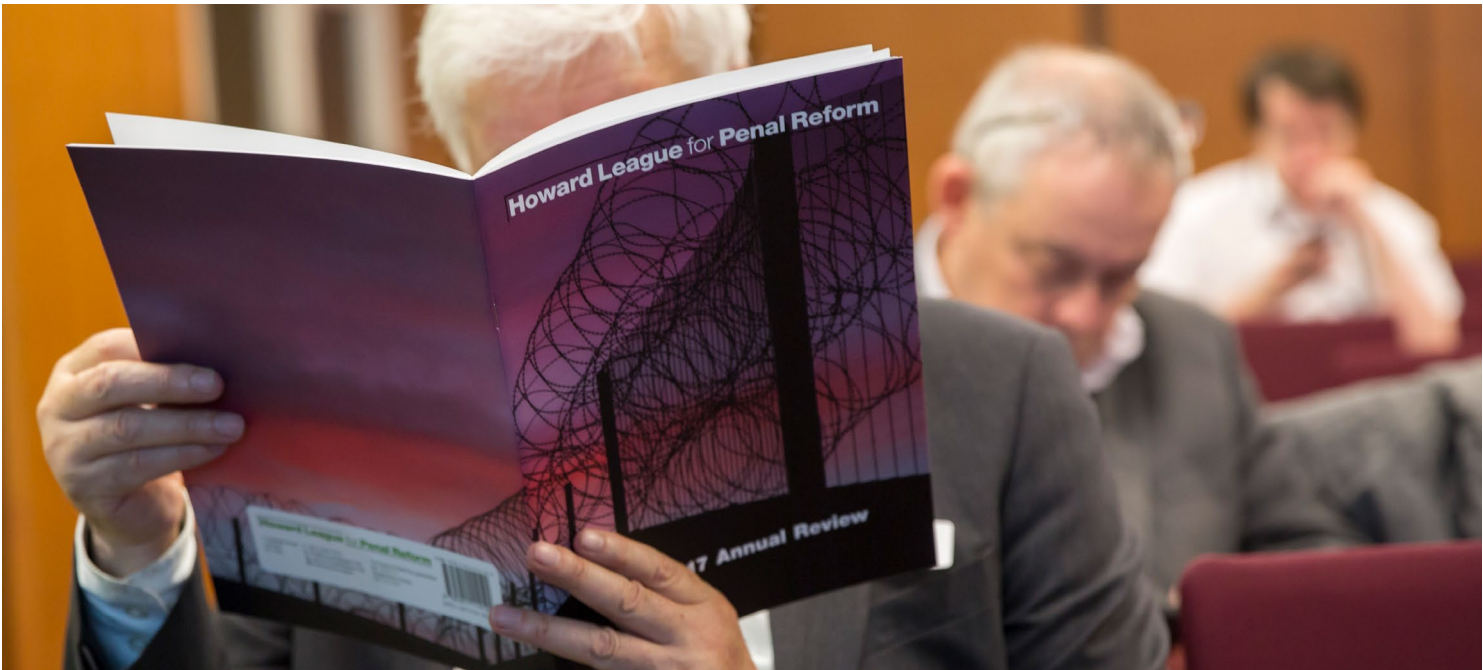
SUBMISSIONS

- Joint submission by the Howard League for Penal Reform and Youth Justice Legal Centre to the Crown Prosecution Service on its revised guidance for cases concerning children, October 2019
- Submission to the Human Rights Committee on the list of issues with regard to the UK examination under the International Covenant on Civil and Political Rights, January 2020
- Weekly submissions to the Justice Select Committee on a range of concerns related to the Covid-19 pandemic in April 2020
- Submission to the Justice Select Committee for its evidence sessions with the Director of Public Prosecutions and the Lord Chief Justice, May 2020
- Submission to the Home Affairs Committee inquiry: the Macpherson report, twenty one years on, June 2020
- Submission to the Public Accounts Committee for its evidence session on improving the prison estate, June 2020
- Submission to the Justice Select Committee for its evidence session on Covid-19: the impact on prisons, probation and court systems in the youth justice system, June 2020



POLICY PAPERS

- Short briefing by the Howard League for Penal Reform for the House of Commons debate on spending of the Ministry of Justice, October 2019
- What if the dock was abolished in criminal courts? What if? Series of challenging pamphlets, January 2020
- Response to the Sentencing Council consultation on changes to the magistrates courts sentencing guidance and explanatory materials, April 2020
- Briefing for the House of Lords short debate tabled by Lord German on the impact of Covid-19 pandemic on the prison population and offender rehabilitation programmes, April 2020
- Response to the HMPPS consultation on the use of force police framework, June 2020
- Response to the Department for Education consultation on reforms to unregulated provision for children in care and care leavers, June 2020



Andy Atchison

Treasurer's Report

The finances for the Howard League for Penal Reform remain financially sound with robust systems in place for the effective and efficient use of resources.

The charity received income of £1.4m. This compares with the prior year's income of £2.6m that importantly included advance receipts of £1,390,00 restricted funds for the Commission on Crime and Problem Gambling. This year's income saw the advance receipt of the third-year for the Commission on Crime and Problem Gambling which was in the form of regulatory settlement arranged by the Gambling Commission that comprised of restricted funds of £448,277.

The charity gratefully received a generous legacy of £100k adding to the unrestricted funds. We are proud of the financial support we receive from members and benefactors and are confident that we always put their donations to work in the purposeful and effective way that they would wholeheartedly approve.

In our annual budget the charity maintains a strategic reserve that is utilised within the terms of strategic objectives for the charity set and reviewed by the Board of Trustees. In order to be most effective the charity needs to be agile and responsive to a dynamic Criminal Justice environment. The strategic reserve gives the executive team this ability to respond rapidly in accordance with the strategic direction determined by the Trustees. Any such action and expenditure is reported to the Board of Trustees within regular written reports structured to reflect the strategic aims that have been set.

Trustees have paid very careful attention to the investments of the charity throughout what has been a turbulent period globally. Our investment performance has demonstrated good management and satisfactory stability.

Overall, we ended the year with £24,781 surplus before the performance of our investments was considered. Taking investments into account here was a slight decrease in total funds of £16,663.

We are proud of the financial support we receive from members and benefactors and are confident that we always put their donations to work in the purposeful and effective way that they would wholeheartedly approve.

In financial terms the charity has not, at this stage, been significantly impacted by the Covid-19 pandemic. Much of our income is associated with medium term projects which are already securely funded, but we appreciate that future funding opportunities are likely to be increasingly challenging. The charity was unable to proceed with an important bi-annual conference normally conducted, but this did not create material financial loss albeit the cancellation was a sad loss for the sharing of academic capital.

The charity has recently concluded the term of a lease for rental of a portion of our office space with a penal reform non-governmental organisation. Our building was a prudent

investment made many years ago and is an important asset. We have appreciated the very positive arrangement we were able to create with the NGO with whom we shared our building. We will review how best we can now utilise the space that this lease ending vacates in our building. As an interim measure we will create better social distancing opportunities for staff and visitors. We look forward to exploring further opportunities to share a proportion of our building in the future.

The most substantial expenditure of the Charity is our staff team. We pride ourselves upon being a good employer and work hard to ensure that as an organisation we model the good practices of care, responsibility and respect for diversity that we campaign for in our work.

We are unfailingly grateful to those organisations and people who support our work to whatever extent they are able. Those resources, generously given, make a real impact in protecting and improving the circumstances of easily overlooked and disadvantaged groups and individuals. On behalf of those hundreds of beneficiaries who will never know their benefactors I would like to express our most sincere thanks.

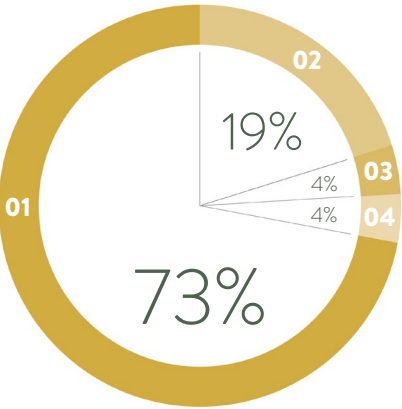
Sally Lewis, OBE



Financial Review

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 6 October 2020. 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

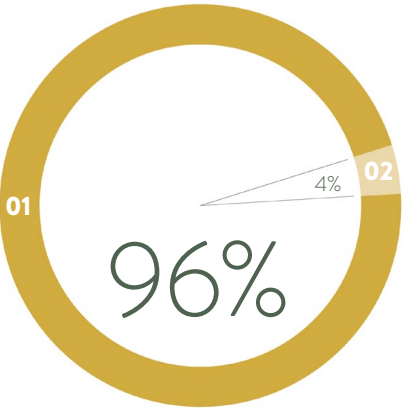
01 CHARITABLE ACTIVITIES 02 DONATIONS & LEGACIES
03 INVESTMENT INCOME 04 OTHER ACTIVITIES



INCOME

Donations and legacies	£270,641
Other trading activities	£58,896
Investment income	£64,376
Charitable activities	£1,057,644
Total income	£1,451,577
Investment loss	(£41,444)

01 CHARITABLE ACTIVITIES 02 RAISING FUNDS

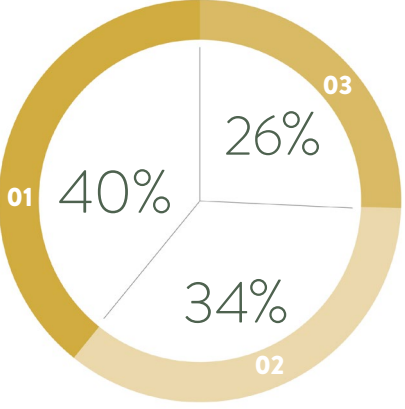


EXPENDITURE

Raising funds	£55,150
Charitable activities	£1,371,626
Total expenditure	£1,426,776

01 LONG TERM INVESTMENTS 02 OWN USE ASSETS

03 OTHER ASSETS



ASSETS & LIABILITIES

Own use assets	£1,253,622
Long term investments	£1,444,742
Other assets	£959,041
Total liabilities	(£83,813)



GUEST PRESENTER, PRUE LEITH TALKING WITH OUR CEO, FRANCES CROOK AND PROGRAMMES MANAGER, CATRYN YOUSEFI AT OUR COMMUNITY AWARDS 2019

Andy Atchison

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- policy associate
- campaigns officer (until April 2020)
- research and project officer
- chief executive
- membership and project officer
- research director
- caseworker (until March 2020)
- caseworker
- finance and administration officer
- legal director
- finance & corporate services director
- membership development manager
- solicitor
- director of campaigns
- events and website manager
- campaigns & communications manager
- solicitor
- policy and research manager
- caseworker
- programmes manager

- Commission on Crime and Problem Gambling

Howard Journal of Crime & Justice



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Get involved



From joining as a member and attending our events to following us on social media, there are many ways you can help us to achieve change.

Our members and supporters give us a louder voice and play a vital role in helping us to campaign for less crime, safer communities and fewer people in prison.

JOIN US

You can add your voice to our movement by becoming a member. Every voice counts and makes a real difference, we hope that you will add yours.

MAKE A DONATION

We are independent of government and funded by donations. You can help support us by donating towards our work for less crime, safer communities, fewer people in prison.

SIGN UP TO OUR UPDATES

Keep up to date with our work by signing up to our regular email updates and blogs.

LEARN ABOUT OUR CAMPAIGNS

We are always campaigning for change. Learn more about our current campaigns.

ATTEND ONE OF OUR EVENTS

We host many speeches, seminars and conferences throughout the year. Attending events is a great way to find out more about our work and network with other supporters.

FOLLOW US ON SOCIAL MEDIA

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

- Like us on Facebook
- Follow us on Twitter
- Like us on Instagram



Comment on our blogs and social media channels.
Write to your local MP with your concerns on the criminal justice system



Follow and like us on Twitter, Instagram and Facebook



keep informed about our current work, events and publications by signing up to our email updates



Spread the word about joining the Howard League among your networks and communities, both social and professional

For more information visit
www.howardleague.org

Howard League for Penal Reform

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