

Company Registration Number: 06820227

USER VOICE

**A COMPANY LIMITED BY GUARANTEE
(CHARITY NO. 1136047)**

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

USER VOICE

**A COMPANY LIMITED BY GUARANTEE
(CHARITY NO. 1136047)**

**ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

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USER VOICE**REPORT OF THE BOARD
FOR THE YEAR ENDED 31 MARCH 2022**

The Board is pleased to present its report and financial statements for the year ended 31 March 2022.

Reference and administrative information

| | | |
|----------------------------------|--|----------------------------------|
| Directors | Doctor Subas Roy | Chair (resigned 10/12/2021) |
| | Guy Robinson | Chair (appointed 10/12/2021) |
| | Mark Johnson | |
| | Max Kelly | (resigned 22/04/2022) |
| | Professor Shadd Maruna | |
| | Donna Murray-Turner | (appointed 07/05/2021) |
| | Julie Weston | (appointed 07/05/2021) |
| | Gareth Miller | (appointed 10/12/2021) |
| | Matthew Watt | (appointed 10/12/2021) |
| | Michael Barnett | Treasurer (appointed 10/12/2021) |
| Company Secretary | Daniel Hutt | |
| Chairman | Guy Robinson | Chair (appointed 10/12/2021) |
| | Doctor Subas Roy | Chair (resigned 10/12/2021) |
| Chief Executive Officer | Mark Johnson | |
| Senior Management Team | Chief Executive Officer | |
| | Chief Operating Officer | |
| | Head of Research | |
| | Operations Manager | |
| | Communications Manager | |
| | Finance and Contracts Manager | |
| Company Number | 06820227 | |
| Registered Charity Number | 1136047 | |
| Registered Office | 20 Newburn Street, London, SE11 5PJ | |
| Auditors | Moore Kingston Smith LLP, 6th Floor, 9 Appold Street, London. EC2A 2AP | |
| Accountants | JS2 Limited, One Crown Square, Woking, Surrey, GU21 6HR | |
| Bankers | Coutts and Co, 440 Strand, London WC2R 0QS | |

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REPORT OF THE BOARD FOR THE YEAR ENDED 31 MARCH 2022

Annual review

During the last 12 months there has been a strengthening of the Board and Trustees. This has included bringing new members onto the Board and its committees and also appointing a new Chair with lived experience. We now have an excellent blend of skills and experience to support the organisation during an exciting transitional phase as we focus the organisation's structures and systems to meet the emerging next steps of the organisation.

This transition relates to significant external changes within the system. This includes prisons and probation services continuing to operate under high levels of Covid restrictions, significantly impacting our ability to deliver, and a reunified Probation Service going through significant restructuring. Whilst these changes have impacted the organisation's current operational services and delivery model, it has also been a time of organisational reflection on its incredible achievements.

During the year, User Voice recruited, trained and supported over 600 service users, who engaged nearly 12,600 of their peers, developing and putting forward over 50 solutions to prison governors and probation directors, of which over 90% were accepted.

When User Voice was founded in 2009, there was very little insight into the voices within the system. Now, this critical work is recognised as a core part of the system and is written into the new Probation Service Operating Model. Whilst we have reservations about this model and the contractual arrangement for engaging voices from the system, we can feel very proud about the role we have played.

The Board and Management Team are now fully focussed on developing a new strategy for the organisation. This will ensure User Voice remains an authentic thought leader in the sector and provides real user engagement and insight from some of the most disempowered people within society.

This strategy will also ensure User Voice continues to influence and challenge the system but also crucially informs the general public on the state and effectiveness of the criminal justice system and advocates for real systemic change.

The Board and Management Team are also incredibly proud on the recent launch of the most recent research, *Coping with Covid in Prisons* in partnership with the University of Belfast, as one of the most comprehensive and insightful studies of prisoner experience during Covid undertaken anywhere in the world. We believe this work will have a huge impact on the sector and wider population and will strive to drive change in the system.

Structure, governance and management

User Voice became registered as a charity with the Charity Commission for England and Wales on 21 May 2010. It is a charitable company limited by guarantee, with no share capital and is governed by its Memorandum and Articles of Association dated 16 February 2009, as amended by special resolution on 7 May 2010. The liability of each member in the event of winding up is limited to a maximum of £10.

In accordance with the governing document, there shall be not less than two directors at any one time. The directors, who are also the charity trustees, are normally elected by the members of the company in a general meeting. The Board may appoint any member of the company as a director either as an additional director or to fill a casual vacancy. Any member so appointed must retire at the next annual general meeting but is eligible for re-election.

The Board of Trustees is ultimately responsible for the governance of the charity to ensure that it acts in the best interests of people who have been in prison or been on probation. The Trustees delegate the day to day management of the charity to the Chief Executive and the senior management team.

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The Board is supported in its work by two Committees. The Finance Committee covers the adequacy of financial policies and controls, reviewing financial performance and matters relating to the year end. The People Committee covers human resources, recruitment, professional development and remuneration.

Each new trustee will receive an induction session with the Chairman and Chief Executive, where they are provided with the background to the charity and its work and receive guidance on their role as a director and trustee of the charity. Trustees are recruited through a variety of methods including User Voice's professional networks and with the support of recruitment consultants.

Trustees are periodically updated on the most important matters relating to the organisation's activities, as well as the latest charity sector developments and best practice guidance. The senior management review User Voice's risk register on a monthly basis, and update Trustees when appropriate based on the nature of the issue, and the likelihood of occurrence and potential impact. The most relevant and pressing issues can be discussed in ad hoc mini Board meetings or operational meetings, organised specifically for this purpose. The action plans contained in the risk register then incorporate Board comments and proposed mitigating activities. Trustees are encouraged to keep up-to-date with sector developments relevant to their role throughout their term of office.

Risk management

The directors have reviewed the major and financial risks that impact on the work of the charity. The systems that have been established enable the directors to review and take necessary steps to lessen these risks.

The principal risks identified include:

1. Ensuring User Voice is resilient to the ongoing challenges and uncertainty posed by Covid-19.

Although restrictions have been removed, all prisons are still under some form of restricted regime and probation is operating a blended model of in person and remote supervision.

User Voice has pioneered new ways of delivering services and maintained contractual delivery without fundamentally altering the underpinning organisational operational model. This has mitigated critical risks to contracts over the past year and innovated new ways of working for future opportunities.

The Board has ensured that there has been clear focus on the risks of contractual breaches due to non-delivery of services. As existing contracts have been renewed and new contracts have been secured the Management Team has ensured that reference is made to the differing operating models and KPIs depending on the levels of restrictions in place.

2. Ensuring User Voice is the 'go to' organisation for the voice of service users at a national level.

Prior to the unification of probation, User Voice delivered around 20 regional contracts for service user engagement. Following unification, these were brought together in one national contract until January 2022. The Probation Service has since taken the strategic decision to deliver service user engagement at a regional level in house.

So, while User Voice will continue to deliver its Council model regionally in a number of criminal justice services, the focus is now on delivering high impact consultations and peer research projects at a national, strategic and policy making level.

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REPORT OF THE BOARD FOR THE YEAR ENDED 31 MARCH 2022

User Voice will use its existing relationships and develop new ones with senior prison, probation, health and other officials, to ensure that it is the 'go to' organisation for the independent, user-led and fair voice of people on probation and in prison.

We will also develop new and exciting partnerships with research and evaluation partners to respond to tenders which increasingly include a lived experience component, strengthening our position and diversifying our income streams.

Objectives and activities

The object of User Voice is to advance education for the public benefit in criminal justice and the rehabilitation of offenders by conducting studies and research and disseminating the useful results of that research to the public.

Public benefit

The directors have complied with section 17(5) of the 2011 Charities Act, having due regard for the Charity Commission's guidance on public benefit, including the guidance 'Public Benefit: running a charity (PB2)', when reviewing the charity's aims and objectives.

Who we are

User Voice was created for and is run by people who have been in prison or been on probation. Lived experience means we engage empathetically instead of sympathetically.

We exist to reduce offending and improve rehabilitation by working with the most marginalised people in and around the criminal justice system. We ensure that practitioners and policy-makers hear their voices, through:

- **Councils:** elected groups of people in custody or the community providing solutions to decision-makers
- **Peer Commissioning:** enabling service users to be involved at all stages of the commissioning cycle
- **Consultations/Peer Research:** giving policy-makers and service providers insight directly from service users

Councils

During the year User Voice has established and continues to support elected **Councils** based on our model of service user engagement in the following areas.

Prison Councils:

- HM Prison Bronzefield, holding up to 527 adult female prisoners
- HMP Forest Bank, a Category B Prison holding up to 1,460 adult male prisoners
- HMP Northumberland, a prison holding up to 1,348 adult male prisoners
- HMP Pentonville, a local prison holding up to 1,310 adult male prisoners
- HMP Peterborough, a Category B Prison holding up to 497 adult male prisoners
- HMP Peterborough, a Category B prison holding up to 360 adult female prisoners & an additional 12 mothers on the mother & baby unit

Service User (community) Councils:

- Bristol, Gloucestershire, Somerset & Wiltshire Probation Service
- Cheshire & Merseyside Probation Service

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- Cumbria Probation Service
- Durham Tees Valley Probation Service
- Essex Probation Service
- Greater Manchester Probation Service
- Hampshire & Isle of Wight Probation Service
- Humberside & North Yorkshire Probation Service
- Kent, Surrey and Sussex Probation Service
- Lancashire Probation Service
- Norfolk & Suffolk Probation Service
- Northumbria Probation Service
- Peterborough Probation Service
- West Yorkshire & Sheffield Probation Service
- MOPAC Transitions to Adulthood Hub
- Project ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery) Norwich

Health Councils:

- HMP Albany
- HMP Bronzefield
- HMP Bullingdon
- HMP East Sutton Park
- HMP Ford
- HMP Highdown
- HMP Parkhurst
- HMP Winchester

User Voice has also enabled service users to be part of the commissioning cycle in a number of areas including:

- West Yorkshire Police and Crime Commissioner (for a new restorative justice service)
- NHS South West (healthcare services in all 10 male prisons)
- NHS London (healthcare services in all prisons, immigration removal centres and community liaison and diversion services)
- NHS East (HMP Peterborough)

At the end of this period User Voice had **representative structures for 45% of people in the criminal justice system (142,831), including 56% of people (132,544) on probation and 13% (10,287) of people in prison** through its Council model, recruiting, training and supporting **617 Council members** who completed **12,599 engagements** with other service users, as detailed below.

Prison and Health Councils:

- 199 new Prison Council members
- 527 total Prison Council members
- 8,718 engagements

Service User Councils:

- 90 new Service User Council members
- 90 total Service User Council members
- 3,881 engagements

All Councils:

- 289 new Council members

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- 617 total Council members
- 12,599 engagements, of which:
 - 82% male
 - 18% female
 - 36% of those engaged were in the 25 – 34 age group
 - 10% self-reported a disability
 - 65% White, 12% Black, 9% Other, 8% Dual Heritage and 6% Asian
- 57 proposals were put forward by User Councils of which:
 - 93% were accepted
 - 19% were accepted and implemented
 - 74% were accepted and implementation is ongoing

Individual impact

User Voice regularly asks Council members to reflect on how they benefit from their experience, and how this has made a difference to them, both in terms of their personal development and skills development.

Personal development included:

- 85% felt more motivated
- 89% feel hopeful for the future
- 92% are better able to interact with others in the community
- 88% are better able to build trusting relationships

The experience of being a Council member enables people in prison and/or on probation to:

- Become more **independent** & positive about their future
“Being part of the User Voice council builds up your confidence, you’re pushed to your full potential. I was a voluntary team leader; I had more responsibility. I was inputting data, arranging meetings and team calls. I learnt leadership skills, IT skills, typing, excel. I thought ‘if I can do it here, I can do it elsewhere’. I have two jobs now, it’s brilliant. I wouldn’t be working at all without User Voice”

“I have more faith in myself through becoming a council member I don’t doubt, question myself and put myself down for the first time since coming to prison I feel like I could have a future”
- Be more **confident** about processing their experiences of offending
“Being a part of the User Voice council has been the best thing I have ever done. It has given me a purpose again and made me see my own value. I was in a dark place and being given the chance to volunteer was like a light at the end of the tunnel”

“Being on the Council helped me to regain my confidence and understand what I wanted to do with my life. It has helped me keep on the right path”

“Improved confidence, reduction in self harm. Increased motivation and desire to recover/ get better”
- Improve their **mental health and wellbeing**
“I’ve been with the council for a few years, it’s helped a lot. There were instances where my mom passed away, my ex cheated, I wasn’t working. I had bad depression and epileptic fits”

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“Working with people from different backgrounds has helped me to create new relationships and taught me that not everyone I meet is going to be a bad person”

“Since I joined the prison council and work alongside User Voice, I feel more hopeful and have been inspired for the future”

90% **developed skills** since joining the Council, including:

- 90% are better able to work with others
- 91% developed better communication skills
- 78% developed better leadership skills
- 94% developed other skills such as: confidence, self-control, listening, emotional regulation

User Voice also hold regular exit interviews to understand how we have supported Council members to progress in their recovery and rehabilitation, including:

- 100% had a positive experience which helped change their outlook on life for the better
- 88% develop skills to move on with their life after being in prison and/or on probation
- 63% were provided with additional opportunities to move on with their lives which they wouldn't have had otherwise

National Service User Council

The National Service User Council is the first of its kind and was established despite Covid-19 restrictions. It is made up of up to 30 elected service user representatives from across the country.

The Council are proactive in running national campaigns that are of importance to people in their communities. They are supported to identify the key issues and then develop a plan of activity and publicity in order to influence the right decision makers and drive the necessary changes. The key aims include:

- To enable people with lived experience of crime, addiction and homelessness to change the system.
- To create opportunities for this marginalised and largely unheard group of people to influence policy making at a national level.
- To help create a system that is done with, not to, people.

The National Service User Council were a core reference point for much of User Voice's work during the year, including:

- the NHS Conference Event where they presented proposals and ideas around Mental Health, Preparation for Release and Transfer, and Covid restrictions.
- The Coping with Covid Research including a documentary
- Ministry of Justice (MOJ) Insights Festival.
- Serious Youth Violence research consultation.
- Gang violence research consultation.
- Neurodiversity research consultation.
- The bidding process for the NHS' new project Mental Health Treatment Requirement for Women.
- Reviewing NHS documents around Early Days in Custody, Mental Health, Older Adults in Custody and sat in focus groups.
- Covid Vaccines Report.
- Foreign Nationals Research consultation.
- Support with a User Voice Strategy Workshop.
- Some attended an NHS Market event for Mental Health Treatments in Custody.

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Consultations and Peer Research

If you want different outcomes you have to try different approaches. We believe that those who have navigated the criminal justice system should be leading this conversation. User Voice Consultations and Peer Research offers policy-makers and service providers the opportunity to learn from, and act upon, the insights of those hardest to reach. Our insight leads the conversation around system change.

User Voice are currently working with HMPPS Gold Command and HMPPS New Regime Design teams to ensure lived experience insight is at the centre of all Covid-19 recovery efforts and built into the new Time Well Spent regime model.

User Voice's presence as the go to organisation continues to grow as we continue to be commissioned to undertake significant Consultation and Peer Research projects. In spite of Covid-19 restrictions, User Voice was commissioned to undertake the following Consultations in the year, some of which are still ongoing:

- **HM Inspector of Probation (HMIP):** User Voice was appointed as the lived experience partner for all HMIP adult inspections. This is an ongoing project that is expected to last at least 3 years across all probation regions in England and Wales. Through questionnaires, surveys, and focus groups, we develop a greater understanding of the experiences of service users on probation. In particular, the project aims to identify issues within the Probation Service and the communication channels used with service users in order to help inspectors, management, and field staff deliver the most effective support for individuals on probation.
- **Hiding Behind Covid.** Due to the Covid-19 pandemic, the Exceptional Delivery Model for probation services was implemented at the end of 2020. However, despite Covid restrictions easing across the country, this model of delivery remained largely in place. Further, the Probation Service renationalised at the end of June 2021. We engaged around 4000 service users, providing a unique understanding service users' experience of probation through its period of significant change, recovering from the pandemic and coming together as a reunified organisation. We have worked closely with the Director General of Probation to ensure that the findings are used to inform the development of the service.
- **Coping with Covid.** An Economic and Social Research Council (ESRC) funded project in collaboration with Queens University Belfast. The project utilises qualitative and quantitative approaches to understand how prisoners across 9 prisons have coped with the stringent lockdown measures they experienced during Covid restrictions. The research is designed, administered and analysed by peers. User Voice staff and prisoners are trained in research skills and have received accreditation for their participation. The research findings have been instrumental in informing prisons about how Covid-19 has impacted prisoners and what they can do to repair the damage caused by the restrictive regimes. We have worked closely with the Director General of Prisons to ensure the insights are being used to inform the development of the Prison Service's recovery from the pandemic and its future regime design.
- **Women's Services.** This consultation was commissioned by the Greater Manchester Probation Service. The project aimed to better understand the needs of women on probation as well as identify ways that support could be improved. In addition, a key part of the project was to determine whether female service users are aware of the Problem-Solving Court. To this end, 83 female service users were consulted and asked about their experiences on probation. Following the interviews, an event was held with key criminal justice stakeholders during which the women were asked about the kinds of solutions they would like to see and the types of issues they need resolved.
- **Youth People's Experience of Education Training and Employment:** This project was commissioned by Her Majesty's Inspectorate of Probation (HMIP) to gain an understanding of children's experiences of the education, training and employment provision of youth offending services across England and Wales. The project touched on aspects that were more closely

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examined for other consultations, such as Covid and neurodiversity, and the ways these issues affected children specifically. 29 children across 6 youth offending services were interviewed about their experiences, focusing on both the effective practices and the challenges the children and their families were facing in regard to education, training and employment.

- **London Probation Service:** Using an approach that incorporated telephone interviews, one focus group, and online surveys, 144 service users were consulted on their experiences of the London Probation Service. The objective of this project was to better understand the challenges faced by service users in addition to highlighting the needs and motivations of individuals on probations and ways these can be supported. In light of the unification of probation services, the service users were also asked about their knowledge and experience of this change and how it affected them
- **NHS Covid Vaccines:** With residents in prisons being particularly affected and restricted as a result of the Covid-19 pandemic, the aim of this project was to explore the prevailing attitudes in prisons about the vaccine. A series of focus groups were conducted across three prisons to understand the reasonings and motivations of service users for getting the vaccine or choosing not to do so, in order to develop communications materials.
- **Serious Youth Violence:** This project, commissioned by the Police Inspectorate (HMICFRS) as a response to the Government's 2018 Serious Violence Strategy, aims to understand young people's experiences of reporting, safeguarding, interventions and support from the police and other services. A series of interviews were conducted by peer researchers, with 11 of the young participants being currently incarcerated and 2 on probation. In addition to understanding their experiences, the project also served as a way to explore factors that make young individuals particularly vulnerable to serious violence as well as identifying ways in which support is either facilitated or inhibited.
- **Foreign Nationals in Prison:** Commissioned to gain deeper insight into the ways foreign nationals experience their time in prison, particularly the ways in which language barriers or cultural differences impact the care they receive. The project focused on various aspects of the prison experience, including intake and the early days in custody, healthcare services, meals, and the ways in which residents can raise concerns or seek support. 9 focus groups across 6 prisons as well as number of surveys were conducted to explore the challenges faced by foreign nationals in prisons across England and Wales.

Social media

User Voice utilises Facebook, Twitter and LinkedIn regularly to share our latest news, publications and to highlight the big issues for people in prison and on probation.

Our two most recent reports had a reach of almost 1,000 people each on Facebook. Average page likes are at 1,591, up from 1,531 last year. We posted 115 times on Facebook and have 1,598 followers.

Twitter grew by 19% (1,786), from 7,529 to 9315 and we tweeted 115 times. User Voice earned 422,975 impressions (the total number of times that a tweet has been delivered to the Twitter stream of a particular account) during this period, a 63% increase on last year and achieved 12,389 profile visits.

We have recently begun to utilise LinkedIn so as to better target our audience, adjusting content to the more professional nature of the platform.

Volunteering

User Voice encourages people to volunteer, where they feel able to, in order to develop skills and gain experience as part of our commitment to offer individuals opportunity, encouragement and support. We have helped many people move from volunteering into staff positions with us. These volunteers fall broadly into two categories:

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- Office-based administrative volunteers: these volunteers assist with internal office coordination activities, such as data input. This also allows them to grow and expand their knowledge whilst helping and supporting our work as a national charity
- Delivery-based engagement volunteers: these volunteers shadow and assist the engagement team with delivery in prisons and communities. This creates opportunity for giving back, helping the greater cause, and providing strengthened peer engagement

Fundraising

Raising voluntary funds from trusts, foundations and individuals is a vital source of income for User Voice, this is the enabler to fulfil our charitable objectives more effectively. We are very grateful for the support given by all our donors.

User Voice builds and maintains solid partnerships with supporters and donors, based on mutual understanding and shared values. In order to develop an open, honest and respectful fundraising process we have taken account of the Code of Fundraising Practice issued by the Fundraising Regulator. The standards of the Code are fully complied with.

User Voice fundraising practices don't include face-to-face or telephone fundraising; all fundraising is done directly by the charity. User Voice has received no complaints about its fundraising activities either during the financial year or subsequently.

As part of its preparation for the General Data Protection Regulation that came into force in May 2019, User Voice has reviewed and updated its Privacy Policy, and this policy clearly states what personal data User Voice will hold in relation to supporters and how this data is managed.

Key strategic priorities

Like many organisations working in the criminal justice system, User Voice's delivery model continues to be impacted by Covid-19. Although restrictions have been removed, all prisons are still under some form of restricted regime and probation is operating a blended model of in person and remote supervision. As a result, we need to continue to be adaptable to changing conditions, different methods of engagement and resilient to any future further restrictions.

Now that the Probation Service has taken the strategic decision to deliver service user engagement in house, our focus has shifted to supporting the commissioning of services and delivering high impact consultation and peer research projects at a national level, utilising our relationships with senior prison, probation, health and other officials. Our policies are listed below.

- Ensure User Voice remains as the leading organisation giving service users a voice and working with decision makers to design, implement and run effective and efficient services
- Run User Voice as effectively as possible to give service users the voice they need – everything we do should be geared towards this
- Ensuring User Voice's future by developing resilient income streams and growing in times of significant policy changes
- Ensure User Voice remains resilient to any future impact of Covid-19 pandemic

Remuneration of the key management personnel

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The arrangements for setting the pay of key management personnel are proposed by the CEO and discussed and decided at a Board level. Key personnel during the financial year were Mark Johnson, Daniel Hutt, Brendan Doyle, Hazel Scully, Rosie Cartwright, Maureen Farrell and Tharani Yathaven. Levels of remuneration are set in line with the market rates for the charity sector and based on people's skills and their contribution to the organization.

CEO remuneration is proposed by the Finance Committee and approved by the Trustees, following discussions at a Board meeting.

Financial review

User Voice recorded total income of £1,687,782 (2021: £1,201,818) in the year, with 87% of income coming from charitable activities (project and consultation activities). The increase in income in 2022 compared to 2021 is largely due to the one-off consolidation of User Voice's regional probation contracts into a national contract.

The overall result for the year was a surplus of £452,936 (2020: a deficit of £13,363), reflecting a surplus on unrestricted funds of £456,610 (2021: a surplus of £28,909) and a deficit on restricted funds of £3,674 (2021: a deficit of £42,272). Therefore, there was an overall increase on our accumulated unrestricted reserves, which stands at £955,677 at 31st March 2022 (2021: £499,067) whilst restricted funds decreased to £105,852 (2021: £109,526). The directors have designated £250,000 into a Strategic Development Designated fund available to support the business as it moves into its new strategy during 2022-23.

Investment policy and performance

There are no restrictions on the charity's power to invest and the current policy is to invest short term funds with the trust's bankers.

Reserves policy

The directors' aim is to establish free reserves in unrestricted funds at a level that will provide sufficient funds to cover operational costs for six months, this target is estimated at £600,000 at 31 March 2022. This will allow the charity to continue to serve service users in uncertain economic times. In addition, the directors have agreed to designate £250,000 into a Strategic Development fund to support the rollout of the new strategy in 2022-23. The actual level of free reserves at 31 March 2022 was £700,614 (2021: £492,121) which the directors consider appropriate, due to the continued economic uncertainty.

Responsibilities of the Board

Company law requires the Board to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the Board are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, including (FRS102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- follow the SORP, Accounting by Charities; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Board are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial

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statements comply with the Companies Act 2006, Accounting Standards and Statements of Recommended Practice and the regulations under the Charities Act 2011. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of disclosure to the auditor

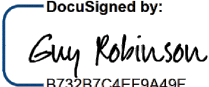
So far as the Board of Trustees are aware:

- a) there is no relevant audit information of which the charity’s auditors are unaware; and
- b) they have taken all steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the Charity’s auditors are aware of that information.

Auditors

Moore Kingston Smith LLP were appointed as auditors during the year and are deemed to be re-appointed under Section 487(2) of the Companies Act 2006.

This Report of the Board, which forms part of the Annual Report and Financial Statements, is approved by the Trustees in their capacity as Directors of the company and signed of its behalf by:

DocuSigned by:

B732B7C4EF9A49F...
.....
Mr Guy Robinson
Chair

06/09/2022
.....
Date

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF USER VOICE

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF USER VOICE

Opinion

We have audited the financial statements of User Voice (the 'company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF USER VOICE

misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the trustees' annual report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate,

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF USER VOICE

they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF USER VOICE

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance and through reviews of relevant accounting and management records;
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, based on our work as outlined above;
- We enquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations, using associated documentary evidence to better understand items of interest.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. As well as specific audit testing, this included approaching accounting records with an inquisitive and sceptical mindset such that we examined items that were felt to be of interest or of higher risk in this area, and obtaining additional corroborative evidence as required.

To address the risk of fraud through management override of controls, we carried out the following work:

- Procedures were undertaken to identify any unusual or unexpected matters, and the rationale behind any such matters was examined;
- Journal entries were reviewed to identify unusual transactions;
- Judgements and assumptions made in determining the accounting estimates set out in the accounting policies were reviewed.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company, the charitable company's members, as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP.

James Saunders FCCA DChA (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

6th Floor
9 Appold Street
London
EC2A 2AP

Date: 20 October 2022

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

USER VOICE**STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)****FOR THE YEAR ENDED 31 MARCH 2022**

| | | Unrestricted Funds 2022 £ | Restricted Funds 2022 £ | Total 2022 £ | Total 2021 £ |
|---|--------------|--|--|-----------------------------|-----------------------------|
| | Notes | | | | |
| Income | | | | | |
| Income from donations | 2 | 8,240 | 208,597 | 216,837 | 134,969 |
| Income from charitable activities | 3 | <u>1,470,945</u> | <u>-</u> | <u>1,470,945</u> | <u>1,066,849</u> |
| Total income | | <u>1,479,185</u> | <u>208,597</u> | <u>1,687,782</u> | <u>1,201,818</u> |
| Expenditure | | | | | |
| Expenditure on raising funds | 5 | 7,221 | 781 | 8,002 | 17,272 |
| Expenditure on charitable activities | 6 | <u>1,014,077</u> | <u>212,767</u> | <u>1,226,844</u> | <u>1,197,909</u> |
| Total expenditure | | <u>1,021,298</u> | <u>213,548</u> | <u>1,234,846</u> | <u>1,215,181</u> |
| Net income / (expenditure) | 4 | 457,887 | (4,951) | 452,936 | (13,363) |
| Transfer between funds | | (1,277) | 1,277 | - | - |
| Net movement in funds | | <u>456,610</u> | <u>(3,674)</u> | <u>452,936</u> | <u>(13,363)</u> |
| Reconciliation of funds | | | | | |
| Fund balance brought forward at 1 April | | <u>499,067</u> | <u>109,526</u> | <u>608,593</u> | <u>621,956</u> |
| Fund balance carried forward at 31 March | | <u>955,677</u> | <u>105,852</u> | <u>1,061,529</u> | <u>608,593</u> |

The results for the period are derived from continuing operations

There were no recognised gains or losses, other than those passing through the statement of financial activities.

The notes on pages 20 to 30 form part of these financial statements.

USER VOICE**BALANCE SHEET****AS AT 31 MARCH 2022**


| | | 2022 | | 2021 | |
|---|-------|-----------|-----------|-----------|---------|
| | Notes | £ | £ | £ | £ |
| Fixed assets | | | | | |
| Tangible fixed assets | 11 | | 5,063 | | 6,946 |
| | | | 5,063 | | 6,946 |
| Current assets | | | | | |
| Debtors | 12 | 506,278 | | 547,234 | |
| Cash at bank and in hand | | 948,566 | | 308,554 | |
| | | | | | |
| | | 1,454,844 | | 855,788 | |
| Creditors: amounts falling due within one year | 13 | (398,378) | | (254,141) | |
| | | | | | |
| Total current assets less current liabilities | | | 1,056,466 | | 601,647 |
| | | | | | |
| Net assets | | | 1,061,529 | | 608,593 |
| | | | | | |
| Reserves | | | | | |
| Unrestricted funds | | | | | |
| Designated funds | | | 250,000 | | - |
| General funds | | | 705,677 | | 499,067 |
| Restricted funds | | | 105,852 | | 109,526 |
| | | | | | |
| | 16 | | 1,061,529 | | 608,593 |

These financial statements are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The notes on pages 20 to 30 form part of these financial statements.

06/09/2022

The financial statements were approved by the Board and signed on its behalf on _____ by:

DocuSigned by:

 7A520A9768C14EC...

Mr Michael Barnett
Treasurer

Company Registration Number: 06820227

USER VOICE**STATEMENT OF CASHFLOWS****FOR THE YEAR ENDED 31 MARCH 2022**

| | | 2022 £ | 2021 £ |
|---|------------------|------------------------|------------------|
| Cash flows from operating activities | | | |
| Net cash provided by / (used in) operating activities | | 640,012 | (98,335) |
| Change in cash and cash equivalents in the year | | 640,012 | (98,335) |
| Cash and cash equivalents at the beginning of the year | | 308,554 | 406,889 |
| Cash and cash equivalents at the end of the year | | 948,566 | 308,554 |
| | | | |
| | 2021 £ | Cash flows £ | 2022 £ |
| Cash and cash equivalents | | | |
| Cash at bank and in hand | 308,554 | 640,012 | 948,566 |
| Borrowings | | | |
| Loans and financing | - | - | - |
| Analysis of changes in net debt | 308,554 | 640,012 | 948,566 |

USER VOICE**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2022**

1. Accounting policies**1.1 Basis of preparation**

The charity meets the definition of a public benefit entity, and therefore the financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) ((Second Edition, effective 1 January 2019) - (Charities SORP (FRS 102)), the Companies Act 2006 and the Charities Act 2011. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the trustees have considered the charity's forecasts and projections and have taken account of the impact of the COVID-19 pandemic and pressures on contracted income.

After making enquiries the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future due to the majority of the income that is being included within the 2022/23 budget already being contractually secure together with amounts held in reserves. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

The functional currency used is British pound sterling, and balances are rounded to the nearest £1.

1.2 Funds Structure

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor. Unrestricted funds are funds which are used in accordance with the charitable objects at the discretion of the trustees. Designated funds are unrestricted funds earmarked by the trustees for particular purpose.

1.3 Income

Grants, donations and other income are credited to the statement of financial activities in the year to which they relate. Grants and donations will be recognised on an entitlement basis and when receipt is probable and the amount can be measured reliably, unless it relates to a specific future period, in which case it is deferred. Other income, including investment income, is recognised on an accruals basis. Contract income is recognised over the life of the assignment, as it is earned.

1.4 Expenditure and irrecoverable VAT

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Support costs not directly attributable to an expenditure category are shown in note 7 and have been apportioned on the basis of staff activity.

Irrecoverable VAT is charged against the category of expenditure within which it was incurred.

USER VOICE**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2022**

1.5 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised as an expense when the company has demonstrably committed to terminate the employment of an employee or to provide termination benefit.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates that are calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

| | |
|----------------------------------|-----------------------|
| Computer equipment | 3 years straight line |
| Fixtures, fittings and equipment | 3 years straight line |

All assets costing more than £1,000 are capitalised.

Assets are reviewed annually for impairment and adjustments are made to the carrying value when required.

1.8 Pensions

User Voice operates defined contribution pension arrangements, the assets of which are held separately from those of the Society in independently administered funds. Contributions are charged to the income and expenditure account as they become payable.

1.9 Critical accounting estimates and judgements

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

1.10 Operating leases

Rental charges are charged on a straight-line basis over the term of the lease.

USER VOICE**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2022****2. Income from donations**

| Current Year | Unrestricted Funds £ | Restricted Funds £ | Total 2022 £ |
|---------------------|-------------------------------------|-----------------------------------|-----------------------------|
| Donations | 240 | - | 240 |
| Grants | 8,000 | 208,597 | 216,597 |
| | <u>8,240</u> | <u>208,597</u> | <u>216,837</u> |
| Prior Year | Unrestricted Funds £ | Restricted Funds £ | Total 2021 £ |
| Donations | 5,430 | - | 5,430 |
| Grants | 34,600 | 94,939 | 129,539 |
| | <u>40,030</u> | <u>94,939</u> | <u>134,969</u> |

3. Income from charitable activities

| Current Year | Unrestricted Funds £ | Restricted Funds £ | Total 2022 £ |
|----------------------------|-------------------------------------|-----------------------------------|-----------------------------|
| Project income | 1,232,958 | - | 1,232,958 |
| Consultancy & other income | 237,987 | - | 237,987 |
| | <u>1,470,945</u> | <u>-</u> | <u>1,470,945</u> |
| Prior Year | Unrestricted Funds £ | Restricted Funds £ | Total 2021 £ |
| Project income | 1,035,890 | - | 1,035,890 |
| Consultancy & other income | 12,221 | 18,738 | 30,959 |
| | <u>1,048,111</u> | <u>18,738</u> | <u>1,066,849</u> |

4. Net income for the year is calculated after charging:

| | 2022 £ | 2021 £ |
|-------------------|-------------------|-------------------|
| Audit fees | 10,400 | 8,050 |
| License to occupy | 11,964 | 9,600 |
| Depreciation | 4,268 | 3,474 |

USER VOICE**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2022****5. Expenditure on raising funds**

| Current Year | Unrestricted Funds £ | Restricted Funds £ | Total 2022 £ |
|----------------------------|-------------------------------------|-----------------------------------|-----------------------------|
| Staff costs | 3,564 | - | 3,564 |
| Other costs | 595 | 172 | 767 |
| Support costs (see note 7) | 3,062 | 609 | 3,671 |
| | <u>7,221</u> | <u>781</u> | <u>8,002</u> |
| Prior Year | Unrestricted Funds £ | Restricted Funds £ | Total 2021 £ |
| Staff costs | 4,634 | - | 4,634 |
| Other costs | 9,164 | 408 | 9,572 |
| Support costs (see note 7) | 2,685 | 381 | 3,066 |
| | <u>16,483</u> | <u>789</u> | <u>17,272</u> |

6. Expenditure on charitable activities

| Current Year | Unrestricted Funds £ | Restricted Funds £ | Total 2022 £ |
|---|-------------------------------------|-----------------------------------|-----------------------------|
| Staff costs | 501,088 | 105,261 | 606,349 |
| Travel and subsistence | 57,195 | 5,038 | 62,233 |
| Finance, HR & other professional fees | 16,215 | 80,476 | 96,691 |
| Other costs | 55,076 | 12,450 | 67,526 |
| Support costs (see note 7) | 384,503 | 9,542 | 394,045 |
| | <u>1,014,077</u> | <u>212,767</u> | <u>1,226,844</u> |
| Prior Year | Unrestricted Funds £ | Restricted Funds £ | Total 2021 £ |
| Staff costs | 602,781 | 78,787 | 681,568 |
| Travel and subsistence | 16,862 | - | 16,862 |
| Finance, HR and other professional fees | 23,716 | - | 23,716 |
| Other costs | 34,615 | 19,992 | 54,607 |
| Support costs (see note 7) | 364,775 | 56,381 | 421,156 |
| | <u>1,042,749</u> | <u>155,160</u> | <u>1,197,909</u> |

USER VOICE**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2022****7. Support costs**

| Current Year | Costs of Raising Funds £ | Charitable Activities £ | Total 2022 £ |
|---------------------------------------|---|--|-----------------------------|
| <u>Governance costs</u> | | | |
| Audit fees | 104 | 10,296 | 10,400 |
| Legal and professional fees | 6 | 594 | 600 |
| Trustee costs | 1 | 55 | 56 |
| <u>Other Support costs</u> | | | |
| Staff costs | 778 | 107,678 | 108,456 |
| Office costs | 884 | 87,509 | 88,393 |
| Travel and subsistence | 38 | 3,803 | 3,841 |
| Finance, HR & other professional fees | 1,782 | 176,408 | 178,190 |
| Sundry expenses | 78 | 7,702 | 7,780 |
| | <u>3,671</u> | <u>394,045</u> | <u>397,716</u> |
| Prior Year | Costs of Raising Funds £ | Charitable Activities £ | Total 2021 £ |
| <u>Governance costs</u> | | | |
| Audit fees | 59 | 8,741 | 8,800 |
| Legal and professional fees | - | - | - |
| Trustee costs | - | 33 | 33 |
| <u>Other Support costs</u> | | | |
| Staff costs | 884 | 130,734 | 131,618 |
| Office costs | 691 | 102,192 | 102,883 |
| Travel and subsistence | 17 | 2,447 | 2,464 |
| Finance, HR & other professional fees | 1,211 | 146,675 | 147,886 |
| Sundry expenses | 204 | 30,334 | 30,538 |
| | <u>3,066</u> | <u>421,156</u> | <u>424,222</u> |

Support costs are allocated on the basis of staff activity.

USER VOICE**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2022****8. Analysis of staff costs**

| | 2022 | 2021 |
|-----------------------|----------------|----------------|
| | £ | £ |
| Salaries and wages | 657,939 | 743,718 |
| Social security costs | 49,442 | 59,942 |
| Pension costs | 10,988 | 14,159 |
| | <u>718,369</u> | <u>817,819</u> |

No employee earned more than £60,000 during the year (2021: nil). All User Voice employees were enrolled in an auto-enrolment compliant, defined contribution pension scheme in both 2021 and 2022, and new employees were auto enrolled in the same scheme. Pension costs represent the employer's contribution to that scheme during the year.

The number of employees during the period was as follows:

| | 2022 | 2021 |
|-----------------------|-------------|-------------|
| | No. | No. |
| Support | 2 | 5 |
| Charitable activities | 32 | 30 |
| | <u>34</u> | <u>35</u> |

The Senior Management Team are considered to be the key management personnel and the total fees and employee benefits paid to them were £252,023 (2021: £235,104).

Included within staff costs are costs totalling £nil (2021: £3,500) in relation to redundancy and termination payments.

Trustees are eligible to be reimbursed for travel and incidental expenses incurred in the performance of their duties; no Trustees (2021: 0) claimed any expenses in the year (2021: £-).

9. Directors' remuneration

As allowed by the constitution of User Voice, one of the directors, Mark Johnson, received payments totalling £72,105 (2021: £73,455) from his role as self-employed consultant to the charity, which he billed through his company, MJ Innovation Ltd. During the year, he was not reimbursed for any expenses (2021: £nil). £6,555 had yet to be paid to Mark Johnson at year end.

10. Taxation

As a charity the organisation is exempt from UK corporation tax to the extent that its income is applied to its charitable objects. No liability arose in the period.

USER VOICE**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2022****11. Tangible fixed assets**

| | Fixtures, fittings & equipment £ | Computer Equipment £ | Total |
|-----------------------|---|-------------------------------------|---------------|
| Cost | | | |
| At 1 April 2021 | 1,046 | 10,420 | 11,466 |
| Additions | 2,385 | - | 2,385 |
| Disposals | - | - | - |
| | <hr/> | <hr/> | <hr/> |
| At 31 March 2022 | 3,431 | 10,420 | 13,851 |
| | ===== | ===== | ===== |
| Depreciation | | | |
| At 1 April 2021 | 1,046 | 3,474 | 4,520 |
| Charge for the year | 795 | 3,473 | 4,268 |
| Disposals | - | - | - |
| | <hr/> | <hr/> | <hr/> |
| At 31 March 2022 | 1,841 | 6,947 | 8,788 |
| | ===== | ===== | ===== |
| Net book value | | | |
| At 31 March 2022 | 1,590 | 3,473 | 5,063 |
| | ===== | ===== | ===== |
| At 31 March 2021 | - | 6,946 | 6,946 |
| | ===== | ===== | ===== |

12. Debtors

| | 2022 £ | 2021 £ |
|--------------------|-------------------|-------------------|
| Trade debtors | 403,898 | 390,639 |
| Bad debt provision | - | (2,917) |
| Other debtors | 140 | - |
| Prepayments | 3,738 | 14,041 |
| Accrued income | 98,502 | 145,471 |
| | <hr/> | <hr/> |
| | 506,278 | 547,234 |

USER VOICE**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2022****13. Creditors: amounts falling due within one year**

| | 2022 | 2021 |
|-------------------------------------|----------------|----------------|
| | £ | £ |
| Trade creditors | 19,457 | 5,677 |
| Taxes and social security | 120,709 | 90,569 |
| Accruals | 32,505 | 48,787 |
| Deferred income | 218,506 | 106,190 |
| Other creditors | 7,201 | 2,918 |
| | <u>398,378</u> | <u>254,141</u> |
| Opening deferred income | 106,190 | 109,166 |
| Released in the year | (106,190) | (109,166) |
| Income deferred in the current year | <u>218,506</u> | <u>106,190</u> |
| | <u>218,506</u> | <u>106,190</u> |

14. Company limited by guarantee

The limit of the total guarantees of the members of the company amounted to a maximum of £40 at the beginning of the year and £40 at the end of the year.

15. Analysis of charitable funds

| Current Year | Balance at 1 April 2021 £ | Income £ | Expend- iture £ | Transfer £ | Balance at 31 March 2022 £ |
|---|--|---------------------|--------------------------------|-----------------------|---|
| Unrestricted funds | | | | | |
| General Fund | 499,067 | 1,479,185 | (1,021,298) | (251,277) | 705,677 |
| Designated Strategic Investment Fund | - | - | - | 250,000 | 250,000 |
| | <u>499,067</u> | <u>1,479,185</u> | <u>(1,021,298)</u> | <u>(1,277)</u> | <u>955,677</u> |
| Barrow Cadbury Trust | - | 30,000 | (21,463) | - | 8,537 |
| Home Office Anti Knife Crime Fund | 6,967 | - | - | - | 6,967 |
| National Lottery Community Fund | 17,770 | - | (19,047) | 1,277 | - |
| John Ellerman Foundation | 72,635 | - | - | - | 72,635 |
| Joseph Rowntree Charitable Trust | 8,851 | 27,815 | (18,953) | - | 17,713 |
| Social Enterprise Support Fund | 3,303 | 36,840 | (3,303) | - | - |
| Coping with Covid | - | 150,782 | (150,782) | - | - |
| | <u>109,526</u> | <u>208,597</u> | <u>(213,548)</u> | <u>1,277</u> | <u>105,852</u> |
| Restricted funds | | | | | |
| Total | <u>608,593</u> | <u>1,687,782</u> | <u>(1,234,846)</u> | <u>-</u> | <u>1,061,529</u> |

USER VOICE**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2022****15. Analysis of charitable funds (continued)**

| Prior Year | Balance at 1 April 2020 £ | Income £ | Expend- iture £ | Transfer £ | Balance at 31 March 2021 £ |
|-----------------------------------|--|---------------------|--------------------------------|-----------------------|---|
| Unrestricted funds - General | 470,158 | 1,088,141 | (1,059,232) | - | 499,067 |
| Barrow Cadbury Trust | 4,900 | 15,000 | (19,900) | - | - |
| Social Business Trust | 18,109 | 33,828 | (51,937) | - | - |
| AB Charitable Trust | 5,400 | - | (5,400) | - | - |
| Home Office Anti Knife Crime Fund | 6,967 | - | - | - | 6,967 |
| National Lottery Community Fund | 32,596 | - | (14,826) | - | 17,770 |
| John Ellerman Foundation | 80,000 | - | (7,365) | - | 72,635 |
| Awards for All | 3,826 | - | (3,826) | - | - |
| Joseph Rowntree Charitable Trust | - | 9,272 | (421) | - | 8,851 |
| Social Enterprise Support Fund | - | 36,839 | (33,536) | - | 3,303 |
| Coping with Covid | - | 18,738 | (18,738) | - | - |
| Restricted funds | 151,798 | 113,677 | (155,949) | - | 109,526 |
| Total | 621,956 | 1,201,818 | (1,215,181) | - | 608,593 |

Designated Funds**Strategic Investment Fund**

Funds set aside by the directors to assist with the transition to the new strategy in 2022-23.

Restricted Funds**Social Business Trust**

Provided cash and in-kind support to assist the development of User Voice's growth.

BCT (Barrow Cadbury Trust)

With the support of BCT, User Voice will be able to develop a communications strategy, internally and externally by employing a communications specialist.

Home Office Anti Knife Crime Fund

Funding to gather insight from young people convicted of knife crime to develop solutions to the problem.

AB Charitable Trust

Develop and strengthen User Voice's communications and policy function.

National Lottery Community Fund

To develop a National Council of service users from User Voice's community councils. Providing a national forum for service users to drive change within the probation service.

USER VOICE**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2022****15. Analysis of charitable funds (continued)****John Ellerman Foundation**

Develop User Voice's Knowledge. Seeding the development of a more robust function to drive information, intelligence and data and use to influence and change policy.

Awards for All

To develop a facilitator led, outdoors programme of inspiration and personal growth for service users.

Joseph Rowntree Charitable Trust

To develop a National Council of service users from User Voice's community councils. Providing a national forum for service users to drive policy change.

Social Enterprise Support Fund

Funding to enable User Voice to develop and embed new digital ways of giving people in prison and on probation a voice.

Coping with Covid

Peer Research project to understand prisoners' experience of coping with covid.

16. Analysis of net assets between funds

| Current Year | General Funds £ | Designated Funds £ | Restricted Funds £ | Total 2022 £ |
|------------------------------|--------------------------------|-----------------------------------|-----------------------------------|-----------------------------|
| Fixed assets | 5,063 | - | - | 5,063 |
| Debtors | 506,278 | - | - | 506,278 |
| Bank & cash | 592,714 | 250,000 | 105,852 | 948,566 |
| Creditors less than one year | (398,378) | - | - | (398,378) |
| | <u>705,677</u> | <u>250,000</u> | <u>105,852</u> | <u>1,061,529</u> |

| Prior Year | Unrestricted Funds £ | Restricted Funds £ | Total 2021 £ |
|------------------------------|-------------------------------------|-----------------------------------|-----------------------------|
| Fixed assets | 6,946 | - | 6,946 |
| Debtors | 547,234 | - | 547,234 |
| Bank & cash | 199,028 | 109,526 | 308,554 |
| Creditors less than one year | (254,141) | - | (254,141) |
| | <u>499,067</u> | <u>109,526</u> | <u>608,593</u> |

USER VOICE**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2022****17. Net cash provided by / (used in) operating activities**

| | 2022 £ | 2022 £ | 2021 £ | 2021 £ |
|--|-------------------------|-------------------------|-------------------------|-------------------------|
| Cash flows from operating activities | | | | |
| Net income / (expenditure) | 452,936 | | (13,363) | |
| Depreciation | 4,268 | | 3,474 | |
| Decrease / (increase) in debtors | 40,956 | | (69,188) | |
| Increase / (decrease) in creditors | 144,237 | | (8,838) | |
| Net cash provided by / (used in) operating activities | <u> </u> | 642,397 | <u> </u> | (87,915) |
| Cashflow from investing activities | | | | |
| Net purchase of fixed assets | (2,385) | | (10,420) | |
| Net cash (used in) investing activities | <u> </u> | (2,385) | <u> </u> | (10,420) |
| Net increase / (decrease) in cash | | <u>640,012</u> | | <u>(98,335)</u> |