

# Trustees Annual Report and Accounts

**For the year ended 31 March 2025**



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# Legal and Administrative Information

The trustees present their report and accounts for the year ended 31st March 2025. The accounts comply with the requirements of the Charities Act 2011, Financial Reporting Standard 102 and follow the recommendations in 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) (effective 1 January 2015).

## Charity Name

Belong: Making Justice Happen

## Charity Number

1172293

## Registered Office and Principal Address

Capital Office, Kemp House,  
152–160 City Road, London, EC1V 2NX

## Charity Trustees

Dr Jack Tracey (Chair of Trustees,  
Appointed 18th November 2024)

Mr Frankco Harris (Co-Chair of Trustees,  
1st April to 18th November 2024)

Ms Jo Egan (Co-Chair of Trustees,  
1st April to 18th November 2024)

Mr Fred Ingham (Treasurer)

Dr Geoff Paul

Mr Daniel Marsh

Ms Anne Gallacher

Ms Gemma Cranmer (Appointed 1st April 2024)

Ms Jennifer Holroyd

Ms Alex Nchidwuor (Appointed 1st April 2024)

Mr Richard Kent

Ms Sian Beynon

## Organisation

Belong is an incorporated charity, governed by a constitution which was adopted on 15th December 2016 and registered as a charitable organisation on 28th March 2017. The incorporated charity was set up to further the purposes of Belong London, an unincorporated charity which was registered as a charitable organisation on 19th July 2011. The charity is managed by the trustees who meet regularly to consider the progress of the charity and to consider its future direction and activities. The day-to-day operation of the charity is delegated to the CEO who is supported by the other members of staff and volunteers.

## Trustee Appointments

The trustees are recruited via an open, competitive recruitment process and appointed in a general meeting or by existing trustees. In selecting persons to be appointed as trustees, the existing trustees consider the benefits of appointing a person who through occupation, employment or otherwise has special knowledge of the area or who is otherwise able by virtue of his or her personal or professional qualifications to make a contribution to the pursuit of the objects and the management of the charity.



# Charitable Purposes


The charity's purposes, as laid out in its constitution are:

1. To promote for the benefit of the public in the UK and its communities, with a view to the preservation of public order, the provision of services for mediation and conciliation between people, organisations and groups who are involved in disputes or conflicts where that dispute or conflict results from or may lead to acts of anti-social behaviour, crime, vandalism, racial abuse or breach of the peace.
2. To promote for the benefit of the public in the UK, the provision of services for mediation and conciliation between victims of crime and offenders, with a view to the preservation of public order, and for the preservation and protection of the well-being of such victims and the rehabilitation of such offenders.
3. To promote social inclusion among prisoners, ex-offenders, and their families who are socially excluded from society, or parts of society, because of their past or current involvement in

the criminal justice system or the involvement of a family member(s) by:

- providing information to support and enable prisoners, ex-offenders, and their families to identify and access education, employment, training and/or recreational opportunities;
- providing mentoring support to enable prisoners, ex-offenders, and their families to develop self-confidence, self-awareness, empathy and life skills such as budgeting, communication, conflict resolution, goal setting and reflective thinking;
- and providing psychotherapeutic support to enable prisoners, ex-offenders, and their families to process experiences of trauma, better manage emotional and mental health problems and improve their emotional and mental wellbeing.

The charity has developed its vision, mission, values and strategic aims to cohere with its charitable purposes, in consultation with beneficiaries, funders, volunteers, staff members and trustees.



“ When I started therapy, I was very up and down, now when I have down days, I manage it better from the skills I have learnt in therapy. ”

# Chair and CEO's Message

This year, Belong's team has continued to support both victims and individuals who have offended, navigating increasingly complex criminal justice environments. Within this framework, Belong's programmes encourage participants to view themselves, and to be viewed by others, as whole individuals—recognising needs, histories, and contexts that extend beyond experiences of victimisation or actions that have caused harm.

Each programme participant is acknowledged for their inherent value, unique identity, and personal worth. While Belong's interventions are evidence-based and scalable, they are also customised for each individual, underpinned by principles of trust and respect. Despite operating within a challenging, resource-constrained settings, Belong remains committed to this approach, confident in the capabilities of its beneficiaries when supported with perseverance and courage.

Working with our staff team this year, our trustees consulted with our prisoner peer mentors and participants to further consider their experiences and views in strategic decision making. Priorities identified include the need for more support and constructive activity in communities; the need to tackle disproportionate, racialised sentencing and the prevalence of racial bias and corruption in criminal justice settings; as well as the need for more meaningful activities, nutritious food, religious/cultural support and time outdoors in prisons. These priorities are now reflected in our policy, communications and influencing strategy, and our objectives in this critical area of our work.

We doubled the reach of PLAN A, our programme for young men, into a 2nd prison, HMPYOI Isis. PLAN A targets those with convictions for violence, who present with violent behaviour in prison. An independent evaluation of PLAN A completed by Nottingham Trent University this year found that participants are less likely to anticipate committing crimes after completing PLAN A when compared to before they started the intervention. Positive experiences were also reported by participants in terms of the intervention content, personal growth, and relationships with staff and other young adults. PLAN A now enables over 50 young men annually to access holistic, tailored support over 4–18 months each. This year we successfully achieved PLAN A's external accreditation through the Youth Custody Assurance Board.

In addition, we increased our clinical supervision and reflective practice offers for our team, to foster resilience and energy. We have built on our unrestricted income and reserves, allowing us to further develop as a fair, anti-discriminatory employer, for example offering maternity and adoption pay beyond the statutory level for the first time.

We have learnt more about the prevalence of domestic violence and relationship problems amongst people involved in the Criminal Justice system. To ensure we are making the maximum possible use of opportunities for positive intervention to prevent people from becoming harmers or survivors of domestic violence, we have provided training for our team in the Homicide Timeline, an evidence-based, practical framework that the team can use to assess and respond to risks of domestic violence.

We are immensely grateful to all our funders and supporters, who continue to make it possible for us to work with our beneficiaries to drive change and hope. Our huge appreciation goes to the Swire Charitable Trust, National Big Lottery, Home Office, Children in Need, City Bridge Trust, London and Bedfordshire Offices for Policing and Crime, Tudor Trust, Paul Hamlyn Foundation, AB Charitable Trust, Tresanton Trust, Ministry of Justice, UK Youth, Thomas Lilley Memorial Foundation and Chesterhill Charitable Trust.

The trustees' report was approved by the Board of Trustees.

Dr Jack Tracey

**Chair of Trustees**

Date: 29/01/2026...

# Vision, Mission & Strategic Aims

## Our vision

Hope, rehabilitation and recovery for victims and perpetrators of crime.

## Our mission

Inspiring change by providing long term, individualised responses to conflict and crime.

## Strategic Aim One

Equip more people serving prison and community sentences with the skills, support and knowledge to peacefully resolve conflicts and problems.

## Strategic Aim Two

Use restorative processes to help greater numbers of crime victims to cope and recover in the aftermath of offences.

## Strategic Aim Three

Promote rehabilitation and improve the life chances of more people with convictions.

## Strategic Aim Four

Tailor our interventions to meet the complex needs of victims and perpetrators of violent and sexual offences.

## Strategic Aim Five

Use our front-line knowledge to influence the criminal justice landscape, playing a significant part in developing a more effective, more humane criminal justice system.

# Our Values



## Inspiration

Genuinely believing that people can change, heal and rehabilitate

Focusing on individual's strengths and abilities

Role modelling evidence-based practice amongst other professionals



## Respect

Valuing people as they are

Being consistent, reliable and honest with people

Challenging harmful beliefs and behaviour

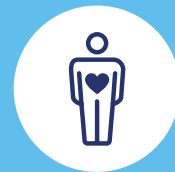


## Empowerment

Giving people the skills to move forward and take ownership of the future

Enabling people to talk about their experiences

Encouraging people to voice their needs and set goals



## Restoration

Restoring hope and self-worth

Re-building relationships

Promoting a culture of hope within the criminal justice system



## Perseverance

Providing long term support when this is needed

Working through setbacks with people

Understanding that lasting change takes time



# Belong's Landscape

The Criminal Justice System in England and Wales is continuing to face significant, growing challenges. **Policing, courts, victims' services, prison and probation units are under strain, with a concerning decline in day-to-day performance and strategic effectiveness.**

In the year ending March 2024, police forces recorded 5.4 million offences in England and Wales, 4.5 million of which were victim-based offences<sup>1</sup>. The latest Victims Survey enquired into the experiences of over 3000 people who have been victims of crime over the past three years across England and Wales. 70% of victims surveyed felt that their crime was not investigated thoroughly enough and nearly half were dissatisfied with the overall police response to their crime. Whilst most victims felt that they had enough support during the court process, only 38% believed that the criminal justice system was fair, just over a quarter believed it was effective and 23% believed that they could receive justice by reporting a crime.<sup>2</sup>

**With one of the highest incarceration rates for comparable societies<sup>3</sup>, in March 2024, the prison population in England and Wales was 87,869**, almost 6% higher than at the same time in 2020 at 82,990<sup>4</sup>. The Ministry of Justice predicts further rises in the prison population by March 2027, ranging from 93,100 to 106,300 and far outstripping current capacity in the estate<sup>5</sup>.

**Violence and self-harm in prisons are on the rise in both male and female establishments.**

The rate of self-harm incidents are now the highest since government records began at 829 per 1,000

prisoners, equalling 70,875 reported incidents in the year ending December 2023. Rates for women are even worse at 5,624 per 1,000 prisoners. Assaults have also risen significantly. In the year ending December 2023, overall assaults were up 28% from the previous year at a rate of 315 per 1,000 prisoners<sup>6</sup>.

Whilst average custodial sentence lengths have seen a small rise in recent years (up to 20.9 months in 2023<sup>7</sup>), there are a **huge number of prisoners serving very short sentences**. In 2023 56% custodial sentences handed down were for 12 months or less. It is well established through research that short sentences in our system can be damaging to rehabilitative efforts. Reoffending rates alone tell a compelling story here. Ministry of Justice data shows that in 56% of adults released from custodial sentences of less than 12 months reoffended within a year, compared to 21% of adults who had served sentences of 12 months or more<sup>8</sup>.

**The Probation Service is under significant pressure** with over 238,765 people under supervision at the end of 2023<sup>9</sup>. HM Inspector of Probation (HMIP) annual report 2022–23 found that almost all probation divisions it inspected required improvement across the main performance

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1 [Crime outcomes in England and Wales 2023 to 2024 – GOV.UK \(www.gov.uk\)](#).

2 Victims Survey 2023, [Annual Victims' Survey 2023 – Victims Commissioner](#).

3 World Prison Brief Highest to Lowest – [Prison Population Rate | World Prison Brief \(prisonstudies.org\)](#)

4 HMPPS Offender Management statistics quarterly: October to December 2023 and annual 2023, [Offender management statistics quarterly: October to December 2023 and annual 2023 – GOV.UK \(www.gov.uk\)](#)

5 Prison Population Projections 2022 to 2027, England and Wales, [Prison\\_Population\\_Projections\\_2022\\_to\\_2027.pdf \(publishing.service.gov.uk\)](#)

6 MOJ and HMPPS accredited statistics. Safety in custody statistics, England and Wales: Deaths in prison custody to March 2024 Assaults and self-harm to December 2023. [Safety in Custody Statistics, England and Wales: Deaths in Prison Custody to March 2024 Assaults and Self-harm to December 2023 – GOV.UK \(www.gov.uk\)](#)

7 Criminal Justice Statistics quarterly, England and Wales, year ending December 2023, Ministry of Justice [criminal-justice-statistics-december-2023.pdf \(publishing.service.gov.uk\)](#)

8 Proven reoffending statistics: April to June 2022, Ministry of Justice April 2024 [Proven reoffending statistics: April to June 2022 - GOV.UK \(www.gov.uk\)](#)

9 HMPPS Offender Management statistics quarterly: October to December 2023 and annual 2023 [Offender management statistics quarterly: October to December 2023 and annual 2023 - GOV.UK \(www.gov.uk\)](#)



indicators<sup>10</sup>. This is clearly having an impact on outcomes for people on probation as they end their time in custody and transition into the community. After studying the offender management in custody model (OMiC), the inspectorate found in their sample cases that one in ten people were released homeless, only 40% of people were released to settled accommodation, and 30% of cases reviewed saw people recalled to custody only nine months after release.<sup>11</sup>

### **Workforce challenges in the prison and probation services are some of the most acute in public service.**

Whilst the probation service has recruited large numbers of new trainee officers since the service was reunified under the civil service, vacancy rates in 2023 averaged at 29% against the target staffing position<sup>12</sup>. This is partly because retention is relatively poor in the service, with about a 7% resignation rate, about a third of whom had 5 years or more experience. And experience matters in this part of the service. To become a qualified probation officer takes 15 to 21 months with a significant amount of supervision and input from qualified colleagues. If both new-recruit rates and vacancies are high, this puts a real strain on the workforce – many of whom are dealing with a caseload of over 50 individuals at any one time.

Despite a big push in recruitment across the sector since the Covid 19 pandemic, **poor retention and inexperience seriously hinder effectiveness**. In February 2024, a Criminal Justice Joint Inspection report noted highlighted these issues as the biggest challenge across the criminal justice system workforce:

*“We have found some worrying levels of inexperience across the CJS and in some areas significant problems retaining staff...While we acknowledge the steps that have been taken to recruit new staff, we are concerned that the loss of*

*experienced personnel offers limited opportunities for new starters to learn from seasoned colleagues. As a result, many find themselves navigating a high-pressure environment without adequate support and supervision to develop their skills.”<sup>13</sup>*

### **These issues are all exacerbated by the funding picture.**

The social and economic cost of crime is estimated by the government to be £58.9bn every year<sup>14</sup>. The average annual cost of prison places has increased over recent years, from £35,182 in 2015/16 to £51,724 in 2022/23. HMPPS investment has ultimately seen real term reduction in resource investment of 5.3% since 2010, with additional capital investment for new prison places allocated through past spending reviews to build new prison places largely unspent to date<sup>15</sup>. When inflation is taken into consideration, overall spend on courts, probation, prisons and victim’s services has reduced by over 15% since 2009/10<sup>16</sup>. Conversely, spending on policing by the Home Office has increased in real terms by nearly 17% since 2015/16<sup>17</sup>.

None of these challenges can be addressed in isolation; **a whole of system, whole of society approach by the government and its partners is needed to prevent future victims by reducing crime and addressing reoffending**. Alongside greater long-term investment in public services and more coherent, equitable approaches to sentencing, increased community support for people who have offended or been victims of crime will be vital to reducing reoffending and build healthier, safer communities. Whilst continuing to provide vital evidence-based tools and approaches like restorative justice, creative psychotherapies and mentoring for more victims and offenders, Belong will continue its work to influence policy makers towards these key outcomes.

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10 HM Inspectorate of Probation Annual Report 2022-23, [Probation-Annual-Report-2022-2023-slides-1.pdf \(justiceinspectorates.gov.uk\)](#)

11 Offender management in custody – post-release. A thematic inspection by HM Inspectorate of Probation March 2023. [A-thematic-inspection-of-Offender-Management-in-Custody---post-release-v1.01.pdf \(justiceinspectorates.gov.uk\)](#)

12 HM Inspectorate of Probation Annual Report 2022–23, page 18, [HM Inspectorate of Probation Annual Report 2022/2023 \(justiceinspectorates.gov.uk\)](#)

13 Criminal Justice Joint Inspection, Efficiency Spotlight Report: The impact of recruitment and retention on the Criminal Justice System, February 2024. [2024-02-09-Joint-Efficiency-Spotlight-Report-1.pdf \(justiceinspectorates.gov.uk\)](#)

14 [Crime statistics – Criminal justice system statistics – Justice Data](#)

15 Estimates day: the spending of Ministry of Justice on His Majesty’s Prisons and Probation Service, Debate Pack 29 June 2023 Number CDP-2023/0146, House of Commons Library [CDP-2023-0146.pdf \(parliament.uk\)](#)

16 Justice short changed: Public funding of the justice system in England and Wales, 2009/10 to 2022/23, September 2024, page 9, [Bar-Council-Justice-short-changed-Sept-2024.pdf \(barcouncil.org.uk\)](#)

17 Police funding for England and Wales 2015 to 2024, [Police funding for England and Wales 2015 to 2024 – GOV.UK \(www.gov.uk\)](#)

# Key Achievements this Year

This year we worked from within **12** prisons and young offenders institutions, and supported **448** people through our programmes.

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## 168

PEOPLE ENGAGED WITH US THROUGH RESTORATIVE JUSTICE INTERVENTIONS, **210** people engaged in one to one mentoring including support with conflict resolution skills, and **55** individuals engaged in creative psychotherapy interventions.

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## 55

YOUNG ADULTS COMPLETED THE 4-6 MONTHS, PLAN A programme starting at HMPYOI Isis and HMPYOI Feltham, and continuing after release where needed.

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## 38

AS WELL AS THIS, WE ENGAGED **38** CRIMINAL JUSTICE PROFESSIONALS in Restorative Justice Facilitator and Mediation training.

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## 65%

OF OUR PROGRAMME PARTICIPANTS WERE FROM GLOBAL MAJORITY ETHNICITIES, **38%** were aged 18 to 25 years old.

MOST OF OUR PROGRAMME PARTICIPANTS ENGAGE WITH US OVER AT LEAST **3 MONTHS**.

# Examples of Our Work

(Please note names have been changed to protect individual's privacy)

## From Self Harm and Violence to Mental Wellbeing and Positive Relationships

Jakari was 18 years old when he started to engage with the PLAN A programme in prison. He'd been convicted for a violent offence and was struggling with spells of self-harm. He shared having been a long-term carer for his parent before prison. Members of his family had also been stabbed during his childhood.

Jakari well with creative psychotherapy right away, attending all 15 of his hour-long sessions. He learned about trauma responses and how past experiences, socioeconomic factors and societal expectations can impact decision making and emotions. Jakari also showed interest in learning more about neuropsychology and furthering his understanding of his ADHD diagnosis. Jakari's creative output indicated a great desire to move forward and think carefully about life beyond his prison sentence. Jakari moved on to the second strand of PLAN A; 18 sessions of restorative practice. He was very hesitant about the idea of engaging with the victim of his offence, still caught up in his justification for what had taken place and very far from being able to give a heartfelt apology. He shared a sense that he had to 'eat or be eaten', and with his additional caring responsibilities at home, he was under a lot of pressure to provide. Through exploring loss, influences, victimhood and the ripple effect, Jakari developed stronger empathy and changed his thinking around his previous choices. He expressed a desire to train as a Youth Worker and contribute towards making his neighbourhood safer for future generations. His prison records showed that he was avoiding violent situations and that he had stopped self-harming.

The final stage of PLAN A was one to one mentoring, over a 16-week period. Jakari shared his new self-awareness, empathy and commitment to a crime free future with his mentor. Together they explored practical goals as well as reflections on the past. Family, friends and relationships became a key focus of their sessions. Jakari was completing a maths course and his mentor esupported him with this, providing consistent encouragement and ensuring he had everything he needed to do his work.

Through engaging with PLAN A, Jakari accepted responsibility, improved his wellbeing, understood more context around victimhood and crime, and developed ways of moving forward. Belong continues to support Jakari and we hope to see him through to his eventual release.

## Improving Empathy and Securing Employment in Prison through the PLAN A Programme

With no previous experience of 1-to-1 psychotherapy, at the start of PLAN A, Deon felt unable to accept his situation serving a long sentence for a violent offence, and was keen to avoid talking about the past. His therapy sessions focussed initially on creative activities, slowly building a sense of trust. Over four months, he was able to uncover his shame and regret around the impact of his actions, and to face difficult truths. As his confidence in the process and his artistic output grew stronger, he was able to take responsibility with less shame, and begin to think about his future goals.

Building on the strong foundation he'd set in therapy, Deon was ready to engage with restorative practice sessions. These came to centre on writing a restorative letter to the victim and their family – though not to be sent, this letter was key in understanding the nuances of victimhood, responsibility and healing. Deon felt that the victim's family would be angry with him, and worked with the restorative justice facilitator to explore the emotions that could be behind this anger. Deon was sincere and open throughout the process, and his understanding of others grew over the course of the intervention.

Deon continued engaging with PLAN A, and was paired with a mentor. Over the course of their sessions, Deon and his mentor built a good relationship, creating space for reflection, and vulnerability, as well as practical support for his plans. His mentor supported Deon in accessing prison-based employment and training opportunities, and he finished PLAN A with a strong resolve to play a positive part in his community, both in prison and on release.

## Rebuilding Relationships after Prison Violence

Two prisoners Wamele and Ahmed had a fight and had to be kept apart from each other, with Ahmed having to remain in the segregation unit following this. On talking to a Belong mediator, both men shared concerns that the other may want to retaliate against them and that further violence could therefore happen.

Although Wamele felt victimised by Ahmed, he also felt remorseful that he had created the conflict initially. He was willing to resolve the conflict with Ahmed, if Ahmed was willing to do this too. Ahmed was reflective about the situation and appreciated that Wamele was willing to move forwards positively.

After the mediator undertook a risk assessment to ensure a mediation could be facilitated safely, a face-to-face meeting took place. Both prisoners talked through their disagreement and saw each other's perspective. Wamele apologised for starting the conflict and Ahmed apologised for using violence. Both men had a positive relationship with each other and were able to continue their sentences on the same wing as before.

## Shuttle Mediation after Threats made to a Prison Nurse

Leon, whilst serving his prison sentence, had threatened and been abusive to a mental health nurse in a meeting where he was unhappy with the outcome. He had flipped a table and chair towards them. On speaking with the restorative justice facilitator, Leon explained that he had taken a conversation the wrong way and had misinterpreted what the nurse had said to him. He showed remorse for his actions and worried that he had ruined his working relationship with the nurse.

On speaking with the nurse, the restorative justice explained Leon's perspective and that he regretted his behaviour. The nurse accepted this and appreciated that Leon had shown remorse for his actions. When Leon next saw the nurse, he apologised to them and continued to be supported by the mental health nurse in future appointments. The restorative justice facilitator followed up the incident by supporting Leon on a one-to-one basis to complete Belong's conflict resolution toolkit over several weeks. This helped Leon to grow his self-awareness and increase his ability to stay calm and avoid aggression even when things do not go his way.

## Overcoming Anxiety and Improving Self-Awareness whilst on Probation

Ayana was a young woman of dual heritage with three children who were in foster care at the start of her engaging with Me-time, having been referred by her probation officer. Ayana suffered from anxiety and preferred to access sessions online. For the first six weeks her mood was up and down as was her engagement with the sessions. Over the six months Ayana worked with Belong, sessions became a space where Ayana expressed her emotions and frustrations about the lack of safety she felt her daughter was being afforded. She reflected on this with her therapist and it was apparent that Ayana was experiencing a parallel process about her own lack of safety as a child in care. It was clear that this was a doubly painful and traumatising experience for her, and she used the sessions well to process these and other feelings.

Me-Time offered Ayana opportunity to identify unconscious processes, and the use of psycho-education enabled greater understanding of her thoughts, habits and reactions. Ayana ended the sessions sharing that she felt better placed to progress with her life and achieve positive outcomes.

## From Isolation and Shame to Re-integrating with Family after Prison Release

In the first session Liam told his mentor about his bisexuality, how it had influenced his offence and his experience of custody. He had been moved to HMP Brixton from another establishment as he had been 'outed' by a staff member and had been the victim of homophobic bullying. In the sessions that followed, Liam's mentor provided a safe space for him to be authentic. They were also able to put Liam in touch with the prison's equalities manager. Adel was keen to live openly upon release, and him and his mentor discussed what it might be like to tell his family about his sexuality. Together, they worked on applications to LGBTQ+ specific support groups near where Liam would be moving to, such as an affordable therapy and creative writing classes, one of Liam's artistic outlets, for gay and bisexual men.

When he was released in summer, Liam went to an Approved Premises in London and continued engaging with his mentor in the community. Liam reached out to his family members and told some of them about his bisexuality. He reported that



members of his immediate family had mostly been accepting and had supported him in his telling them of this news. Liam stopped working with his mentor in early 2025 when he had received his employment qualifications and felt comfortable reaching out to his family for support, instead of his mentor.

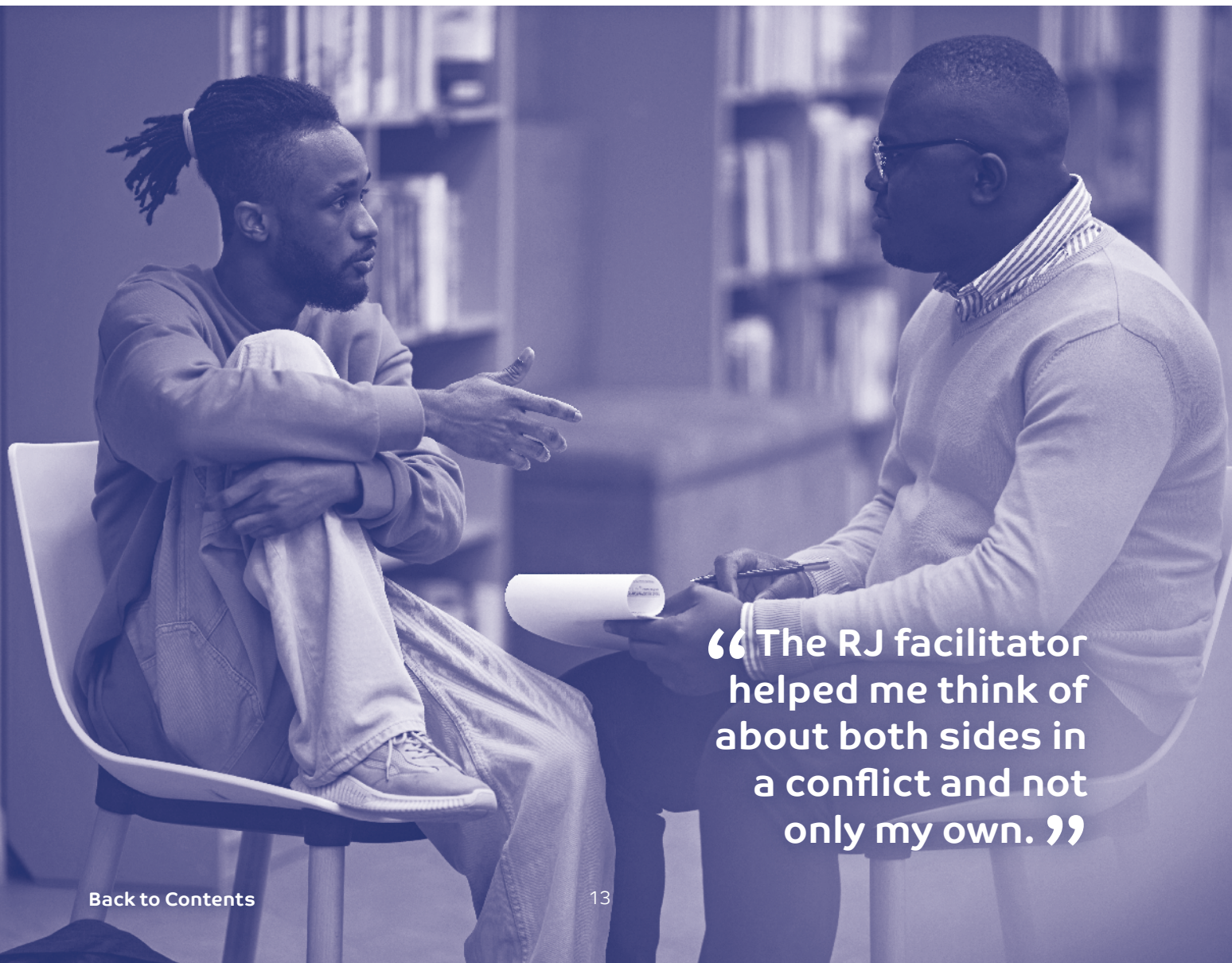
## Addressing Substance Misuse with Support from Prison Mentor

Charlie started mentoring wanting to increase his chances of finding stable employment, to continue accessing drug recovery support in the community and to be a better father to his children. Charlie and his mentor discussed familial relationships and he told his mentor about his experience of grieving his mother and how this had negatively impacted his substance misuse and subsequent offending behaviour. As the sessions continued, Charlie spoke more about the relationship between his drug use and offending behaviour. Together, Charlie and his mentor looked at problem solving

techniques and coping strategies for drug use. They did a gains and losses exercise and spoke about building a list of achievements to look back on to increase Tino's self-belief as a sober person.

In the final few sessions Charlie was beginning to feel anxious about his release. He had been accepted to a rehab in his preferred area, which he was glad about. However, he felt unworthy of further support, mistrustful of the progress he had made, and anxious as to what living at a rehabilitation centre would be like, saying he did not think he would feel totally free.

Charlie's mentor reminded him of the good work he had done and helped Charlie feel proud of the steps he had already taken to meet his long-term goals. Charlie and his mentor made lists of good things coming soon: seeing his kids again, moving to stable housing, going somewhere he could continue working towards bettering his life. In the final session before release Charlie's anxiety had decreased; he told his mentor that he felt he had a much better understanding of himself and was ready for his next steps forward.



**“The RJ facilitator helped me think of about both sides in a conflict and not only my own.”**

# Feedback from Programme Participants

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## PRISON STAFF MEMBERS WHO ENGAGED WITH BELONG AFTER BEING HARMED BY INCIDENTS IN PRISON SAID...

“I have a very positive outlook on the restorative justice process, (it) cleared up the situation and found a solution to prevent incidents like this occurring again.”

“The RJ process was all I needed and meant I could finally bring things to a close. Through the RJ process I was also able to see that increased CCTV and safety measures were put in place after what happened to me.”

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## PEOPLE IN PRISON SUPPORTED BY BELONG THIS YEAR SAID...

“It was helpful when I needed it most. I enjoyed it, it was something different, it got me through the day, a different way to spend time. It helped some areas, like suicidal thoughts.”

“literally all my needs were met (through the mentoring support), could not fault you for one thing, it's not often you have that in the prison system.”

“Having a mentor checking in on me made me feel like I wasn't alone in prison.”

“Restorative practice sessions 100% positively influenced my thinking about my offence and my general attitude.”

“The RJ facilitator helped me think of about both sides in a conflict and not only my own.”

“Creative psychotherapy sessions helped me to understand my feelings better, to open up about them and to be more open to receiving help.”

“My behaviour is better now because of what I learned in restorative practice sessions. I've developed empathy and I think about others more.”

“(The mentoring) is a lot of help, the most I've had in prison, I've got the most out of these sessions of anything, I felt really supported.”

“I understand myself more since working with (Belong).”

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## PEOPLE ON PROBATION SUPPORTED BY BELONG THIS YEAR SAID...

“Talking therapy really helped me, it was good to talk openly, with proactive advice given.”

“When I started therapy, I was very up and down, now when I have down days, I manage it better from the skills I have learnt in therapy.”

“I wouldn't say I'm still exactly where I want to be, (since engaging with Belong) I'm definitely much better with relationships, moods and challenges.”

“The therapy sessions gave me the support I needed.”

# Where We Are

## Prison, through-the-gate and community mentoring interventions for young people and adults,

delivered across England, including in Birmingham, Leeds, London, HMP Brixton, HMPYOI Foston Hall, HMP Rochester, HMP Full Sutton, HMP Wayland, HMP Highdown and HMP Belmarsh).



### HMP Featherstone

Restorative Justice service for adults  
(Wolverhampton WV10 7PU)



### East of England Probation

Me-Time, a creative psychotherapy programme for adults on probation from Global Majority ethnicities  
(Hertfordshire HP3 0NZ)



### HMP The Mount

Restorative Justice service for adults  
(Hertfordshire HP3 0NZ)



### HMPYOI Feltham

PLAN A – (Restorative Justice, mentoring and creative psychotherapy interventions for young adults  
(Feltham TW13 4NP)



### HMP Coldingley

Restorative Justice service for adults  
(Woking GU24 9EX)



### HMPYOI Isis

PLAN A – Restorative justice, mentoring and creative psychotherapy interventions for young adults  
(London SE28 0FG)



# Staff Team

Belong's work continues to thrive through the exceptional efforts and commitment of all Belong's diverse, talented, tenacious, and inspirational staff team. There is a detailed introduction to our senior management team and some information about our wider staff team here.

## Esther

### CEO

Esther has worked for over two decades with people from disadvantaged groups, including those who have offended or been victims of crime. With an academic background in law and psychotherapy, she gained an understanding of wider issues in criminal justice globally by working in Zambian prisons early in her career.

In 2010, Esther co-founded Belong. Under her leadership the organisation has achieved sustained growth as well as a solid track record in supporting the rehabilitation of people with criminal convictions and helping those on the receiving end of crime to cope and recover.

Esther is an active influencer of criminal justice policy and practice, driven by her vision of an effective, non-discriminatory, humane criminal justice system. She has participated on Belong's behalf in expert panels on key topics relevant to criminal justice policy and practice, as well as in media pieces with BBC London, BBC Radio 4, South London Press, Colourful Radio, the Big Issue, Third Sector Magazine and National Prison Radio.



Approaching his work with determination, hope, patience and resilience, Sam has a sound working knowledge of the principles of mentoring and restorative justice and psychotherapy. He has experience of supporting service users facing multiple disadvantages, from a variety of cultural backgrounds, to move forward towards their positive goals.

As Head of Programmes, Sam is a confident communicator who develops Belong's excellent connections within several UK regions including with police and crime commissioners, other voluntary sector groups, probation units and prisons. He works with the CEO to oversee and develop Belong's mentoring, restorative justice and psychotherapy interventions, ensuring that safeguarding and risk management processes are implemented consistently across the organisation.

## Moriam

### Lead Psychotherapist

Moriam is an HCPC accredited Art Psychotherapist and Clinical Supervisor.

She employs a psychodynamic, person centred, integrated approach

within her clinical work and is passionate about offering access to the arts and psychotherapy for all, as well as raising the profile of marginalised narratives. Her trauma-informed focus enables her to support individuals impacted by trauma experiences in their early or later life. She has extensive experience working with complex clients, as well as of strategic planning and capacity building. Within Belong she offers and promotes a therapeutic practice that offers sensitivity and professionalism, as well as cultural awareness and responsiveness.



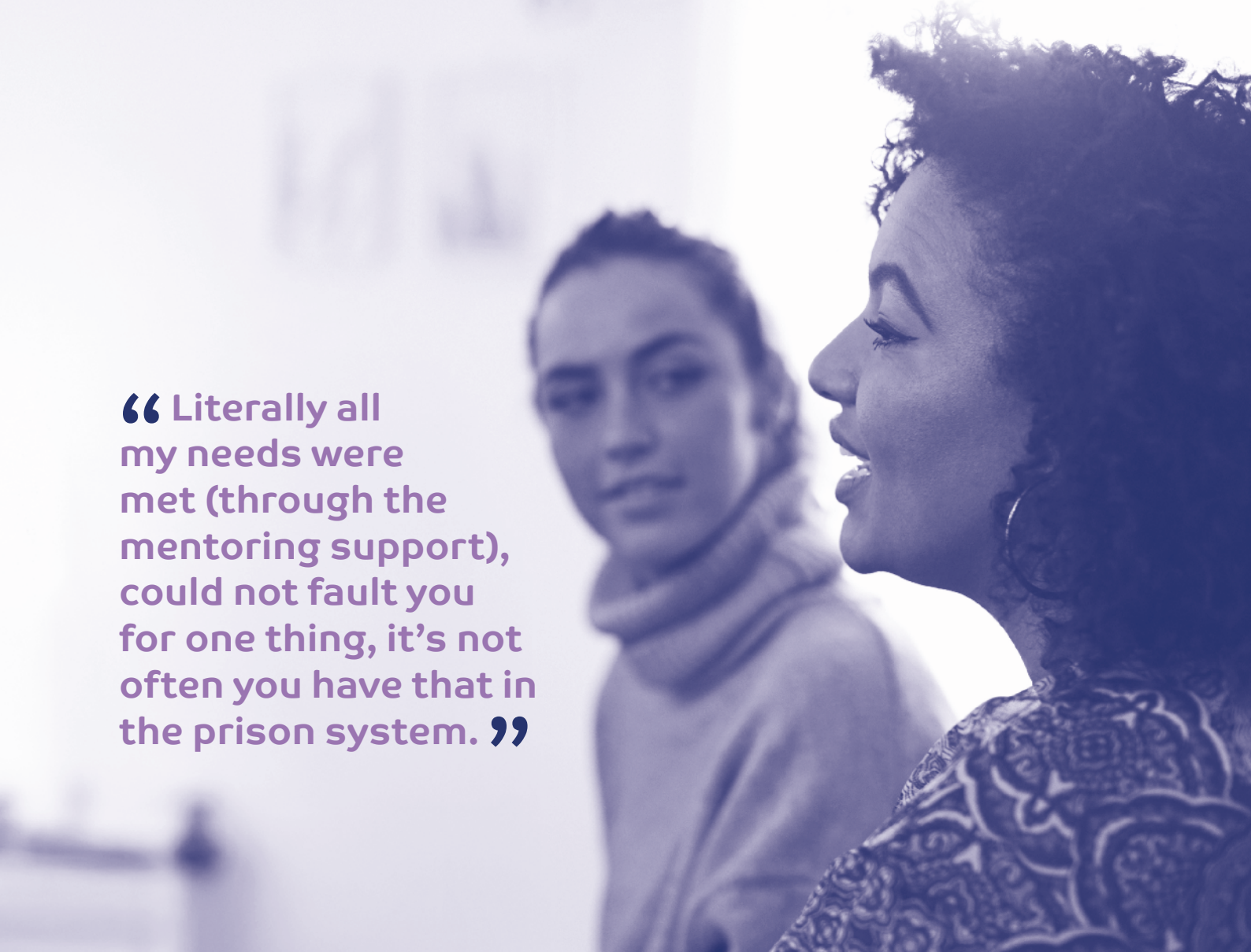
## Sam

### Head of Programmes

Sam has worked for Belong since 2017, when he established our restorative justice services at HMP Coldingley and began managing our prison and community mentoring interventions. With a background in public sector crime reduction, Sam has developed a thorough understanding of the complex factors underlying victimisation and offending.







**“ Literally all my needs were met (through the mentoring support), could not fault you for one thing, it’s not often you have that in the prison system. ”**

## **Wider staff team**

Belong’s staff team this year includes six service managers, one service coordinator, two creative psychotherapists and three restorative justice practitioners. The team manages and delivers Belong’s restorative justice, mentoring and psychotherapy interventions in prisons and communities. They each have an in-depth grasp of the complex, multiple and intersecting disadvantages facing people with criminal convictions, and those who have been victims of crime. Belong’s team apply trauma informed approaches to ensure that people accessing our support can achieve the best possible future for themselves.

Team members have academic and professional qualifications in subjects such as dance movement psychotherapy, criminology, community justice and psychology. Before joining Belong, many had already worked within the criminal justice and voluntary sector for at least five years. Our staff team are driven by the desire to see individuals thrive, regardless of their past.

Our team have built lasting professional relationships with a range of other organisations in prisons and communities. They are committed to multi-agency working, maintaining efficient office management systems, and reporting effectively on service performance. The team meet together at least every two months to share learning, challenges and successes in their work.

**“ Belong’s team apply trauma informed approaches to ensure that people accessing our support can achieve the best possible future for themselves. ”**

# Volunteer Mentoring Spotlight: Stella's Journey with Belong

Stella, a Family Psychotherapist who moved to the UK a decade ago, shares her experience of volunteering as a mentor with Belong. Originally from Greece, Stella has been working within the NHS since her arrival but felt a need to reconnect with her ideological roots and advocacy work. Back in Greece, she was actively involved in fundraising and initiatives to improve the lives of people in custody, an experience that shaped her perspective on justice and human dignity.

After learning about Belong through friends and colleagues, Stella reached out to the team in 2023. Though not recruiting at the time, the organisation's responsiveness and openness impressed her. By autumn, Stella joined Belong's volunteer team, drawn to its commitment to systemic change and restorative justice. Stella highlights the comprehensive training and support offered by Belong. She attended training days at Feltham and Brixton, which combined experiential, interactive, and didactic elements. This preparation equipped her with the tools to navigate the criminal justice system effectively while building confidence and understanding.

Belong's tailored support stood out, with staff ensuring volunteers felt heard and empowered. Stella appreciated the team's flexibility in adapting processes to meet individual needs, both for volunteers and mentees. For example, when a mentee needed emotional support over administrative tasks, Stella's decision to prioritise their well-being was met with understanding and encouragement.

Stella's work with Belong has also prompted reflections on the differences between the Greek and UK criminal justice systems. While acknowledging challenges such as resource limitations and overcrowding in UK prisons, Stella finds the environment far more hopeful and supportive than in Greece, where resources are even scarcer and conditions dire. She sees potential for systemic change, particularly through initiatives like Belong's that focus on education, employment, and reintegration.

For Stella, the most meaningful part of her role is giving people in custody the chance to feel heard and respected. She emphasises the importance of seeing individuals as more than their crimes,

helping them reconnect with their identities and envision a positive future. Establishing trust allows for open conversations about challenges and supports mentees in breaking cycles of negative interactions within the prison system and beyond.

**“...giving people in custody the chance to feel heard and respected.”**

Working in a male prison as a female volunteer initially felt daunting, but Stella's confidence has grown with time and support from Belong. She's also faced the challenge of reconciling different narratives between mentees and prison staff. By providing mentees with a safe space to share and communicating their progress to staff, Stella helps bridge gaps and foster a more holistic understanding of individuals' needs. Stella hopes to see increased training for prison staff in mental health and restorative practices, believing these could encourage positive behaviours and reduce recidivism. She recognises the systemic challenges posed by limited resources but remains optimistic about the impact of initiatives like Belong's.

Stella's journey with Belong has been both rewarding and refreshing. Balancing a challenging NHS role with her volunteer work, she values the opportunity to contribute to systemic change while growing personally and professionally. As she continues to mentor and advocate, Stella is inspired by Belong's commitment to justice and its tailored, human-centred approach.

# Principal Sources of Funds

Belong has continued to achieve sustainable growth as well as high quality financial performance. We are very grateful to our financial supporters this year who have included:



The  
Peter Lilley  
Memorial  
Foundation

The  
Tresanton  
Trust

The  
Chesterhill  
Charitable  
Trust

# Allocation of Resources

Belong aims to carry out programmes in community areas and prisons where there is most need for them. These include areas and prisons in which there are high crime or conflict rates, high reoffending rates, problems with specific types of crime or conflict, where there is high deprivation and where there are few other services effectively targeting these problems. The organisation identifies such areas and custodial establishments through web-based research, reviewing statistics and attending multi-agency conferences and partnership meetings.

Once appropriate areas and prisons within which to carry out programmes have been identified, Belong's trustees and/or staff team work to build relationships with local criminal justice organisations such as police teams, probation teams, youth offending services and staff teams within identified communities and/or prisons. At this stage we identify, in consultation with these bodies, more specifically what type(s) of programmes are needed in the area or prison that Belong could provide. We then seek to create these programmes and seek sustainable funding for them. We also identify projects to carry out via researching current tender and grant funding opportunities that are available for specific pieces of work in specific areas. If Belong's resources permit, we then bid for these opportunities.

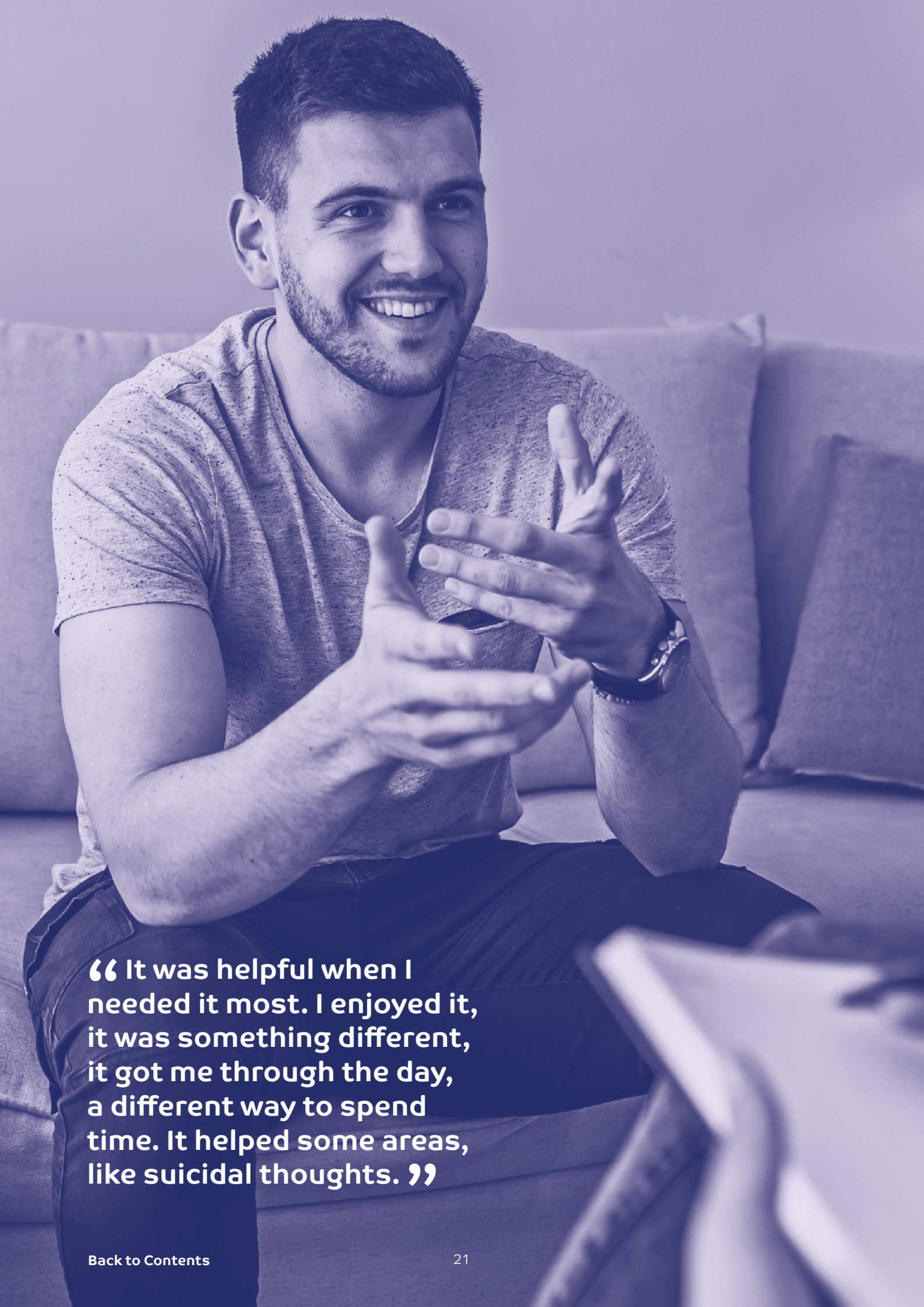
**“...we identify, in consultation with these bodies, more specifically what type(s) of programmes are needed in the area or prison that Belong could provide.”**

Only individuals who fulfil certain criteria can access some of our services. The criteria we currently use are:

- **Age related;** As part of the PLAN A programme at HMPYOI Isis we offer psychotherapy to those aged 18 years old and mentoring and restorative justice to those aged 18 to 25 years. At HMPYOI Feltham we offer psychotherapy, mentoring and restorative justice to those aged 18 to 25 years old.
- **Offence type related;** At HMPYOI Feltham and HMPYOI Isis we prioritise those with convictions for violent offences for psychotherapy, mentoring and restorative justice interventions as part of PLAN A.
- **Circumstance related;** In HMPYOI Isis, HMP The Mount and HMP Coldingley we can work with anyone who has been involved in a conflict or incident in the prisons. As part of our PLAN A programme in HMPYOI Feltham and HMPYOI Isis and mentoring programme at HMP Brixton, we prioritise those being released from prison within 3–6 months.
- **Ethnicity related;** As part of our Me-time psychotherapy programme delivered with Hertfordshire and Bedfordshire probation, we support people on probation from Global Majority ethnicities.

These criteria are defined by Belong, through consultation with funders. We regularly review these criteria so that they can be adapted if necessary.



A man with short dark hair and a beard is sitting on a light-colored couch. He is wearing a grey t-shirt and dark pants. He is smiling and gesturing with both hands, palms facing each other, as if he is in the middle of a conversation or explaining something. He is wearing a watch on his left wrist. The background is a plain, light-colored wall.

**“ It was helpful when I needed it most. I enjoyed it, it was something different, it got me through the day, a different way to spend time. It helped some areas, like suicidal thoughts. ”**



# Policy on Reserves

## Policy Statement

Belong aims to put the needs of victims and perpetrators of crime at the heart of all that we do. Our vision is of a world where there is hope, rehabilitation and recovery for victims and perpetrators of crime. Providing long term, individualised responses to conflict and crime is core to our mission at Belong.

Our reserves policy aims to ensure that our work to deliver our vision and mission is protected from the risk of disruption at short notice due to a lack of funds, whilst at the same time ensuring we do not retain income for longer than required.

We have calculated an appropriate reserves range for our organisation of between 2 months (minimum level) and 4 months (maximum level). This includes free and restricted reserves.

## Policy background

Charity law requires any income received by a charity to be spent within a reasonable period of receipt. Trustees of Belong must be able to justify the holding of income as reserves. The Charity Commission's guidance on reserves states: *"There is no single level or even a range of reserves that is right for all charities. Any target set by trustees for the level of reserves to be held should reflect the particular circumstances of the individual charity. To do this, trustees need to know why the charity should hold reserves and, having identified those needs, the trustees should consider how much should be held to meet them."*

This policy sets out our policy on free reserves, which are defined as unrestricted funds excluding fixed assets and defined benefit pensions. These free reserves include short-term investment balances, cash and other working capital balances.

As part of effective financial management, we hold reserves to ensure we can appropriately manage key financial risks, as laid out in this policy. In this policy we have also set out our plans for investing our reserves, monitoring our reserves levels and reviewing our reserves policy.

## Key Financial Risks

### Unexpected loss of funding

Belong's income from grant and contract funding has increased significantly in recent years, with potential for more growth. Our grant and contract agreements do not hold us legally to financial account for delivering outcomes, i.e. there are not penalties for non-delivery, but there is the potential for unexpected contract or grant termination with associated costs of exit that would bring. Holding some reserves against the risk of unexpected contract or grant termination, is prudent. This ensures we can continue to meet our staff and running costs for two to four months in the event of a significant loss of funding. It also ensures that we can meet these costs for two to four months in the eventuality that the charity needed to close.

Belong receives significant restricted funds. These fall outside of the definition of free reserves. However, in addition to our free reserves we have set aside appropriate amounts within our restricted fund budgets to allow us to account for changes to expenditure levels due to circumstances such as unexpected contract or grant termination, liabilities for staff members redundancy; maternity/ paternity/ adoption leave; disability leave; and sickness absence leave.


### Financial loss due to fraud or misallocation of funds

Financial loss due to fraud or misallocation of funds is a risk that is mitigated by our financial controls framework and associated policies. These have been subject to a full scale review this year in order to ensure compatibility with our continued growth as a charity. It is unlikely that any single instance of fraud would be material.

### Reliance on limited sources of income

Belong has good diversification of income sources. Income has grown in recent years and expenditure levels can be materially adjusted within a 12-month period to fit revised funding levels if needed.

There is limited reliance on any one donor or funder. We continue to invest in managing funder relationships effectively and in appropriate project management resources to mitigate delivery risks.



“ My behaviour is better now because of what I learned in restorative practice sessions. I’ve developed empathy and I think about others more. ”

## Working Capital

Pre financing arrangements are in place on most of our grants. This mitigates a significant drawdown on working capital and liquidity because of taking on contract which is mostly paid monthly in arrears.

Our cash flow is managed by matching the timing of incoming and outgoing resources appropriately. Our cash flow projections based on secured income for 2024–25 allowed us to be able to cover unexpected events, such as a delay in income. A significant change in our overall grant and contract financing mix could result in a need to finance short term liquidity from reserves. However, there is no current requirement to make allowance within the reserves range for this.

## Long-term commitments

Although we have long-term financial commitments with our staff, these commitments will be funded exclusively through future cash inflows. Future expenditure will be set in line with future income, and therefore specific long-term funds have not been set aside within reserves.

There is no current requirement to make allowance within the reserves range for future plans and commitments.

## Using Reserves

Belong’s trustee board are responsible for ensuring that the charity holds a sufficient level

of reserves. Reserves must not be used, under any circumstances, without the prior written agreement of the board of trustees. Any decision to use Belong’s reserves may be made only in a meeting of the trustees, where a quorum is present, and where a majority of that quorum of trustees agree. Such decisions must be clearly minuted, along with their rationale.

## Investing Reserves

Belong’s reserves may be needed as cash in the short to medium term. In the future we may invest our reserves in order to obtain a financial return for the charity, however, ensure that these investments allow us to readily access our reserves as cash, when needed.

## Monitoring and compliance

Reserves levels and forecasts will be monitored as part of bimonthly corporate financial reporting, with regular reports provided to the Board of Trustees.

If reserves move significantly away from target, specifically below the minimum range (resource constrained) or above the maximum range (opportunity constrained) then a recovery plan will be prepared by the CEO in conjunction with the Treasurer for consideration by Trustees.

# Accounts for the year ended 31st March 2025

## Statement of Financial Activities (including Income and Expenditure Account) For the year ended 31st March 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
<b>Income from:</b>				
Donations and legacies	3	557,878	265,258	823,136
Investments	4	481	–	481
<b>Total income</b>		558,359	265,258	823,617
<b>Expenditure on:</b>				
Raising funds	5	–	10,836	10,836
Charitable activities	6	504,290	240,968	745,258
<b>Total expenditure</b>		504,290	251,804	756,094
<b>Net income/(expenditure)</b>		54,069	13,454	67,523
<b>Transfers between funds</b>		–	–	–
<b>Net movement in funds</b>		54,069	13,454	67,523
<b>Reconciliation of Funds:</b>				
Fund balances at 1 April 2024		129,033	28,898	157,931
<b>Fund balances at 31 March 2025</b>		183,102	42,352	225,454

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.



## Statement of Financial Activities (including Income and Expenditure Account) For the year ended 31st March 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
<b>Income from:</b>				
Donations and legacies	3	446,818	277,465	724,283
Investments	4	–	–	–
<b>Total income</b>		446,818	277,465	724,283
<b>Expenditure on:</b>				
Raising funds		–	–	–
Charitable activities		462,774	267,725	730,499
<b>Total expenditure</b>		462,774	267,725	730,499
<b>Net income/(expenditure)</b>		(15,956)	9,740	(6,216)
<b>Transfers between funds</b>		(2,463)	2,463	–
<b>Net movement in funds</b>		(18,419)	12,203	(6,216)
<b>Reconciliation of Funds:</b>				
Fund balances at 1 April 2023		147,452	16,695	164,147
<b>Fund balances at 31 March 2024</b>		129,033	28,898	157,931

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

## Balance Sheet as at 31st March 2025

	Notes	£	2025 £	£	2024 £
<b>Current assets</b>					
Debtors	10	110,121		97,480	
Cash at bank and in hand		176,271		154,578	
<b>Total current assets</b>		286,392		252,058	
<b>Creditors: Amounts falling due within one year</b>					
	11	(60,938)		(94,127)	
<b>Net current assets</b>			225,454		157,931
<b>The funds of the charity</b>					
Restricted income funds	14		42,352		28,898
Unrestricted income funds	15		183,102		129,033
			225,454		157,931

The financial statements were approved by the trustees on 22nd September 2025



~~Jack Campbell Tracey~~ (Jan 29, 2026 15:50:44 GMT)

Dr J Tracey

**Chair of Trustees**

# Statement of Cash Flows for the year ended 31st March 2025

	Notes	2025	2025
		£	£
<b>Cash flows from operating activities</b>			
Cash (absorbed by)/generated from operations	18	21,212	(4,027)
<b>Investing activities</b>			
Investment income received		481	–
<b>Net cash generated from investing activities</b>		481	–
<b>Net cash generated from financing activities</b>		–	–
<b>Net (decrease)/increase in cash and cash equivalents</b>		21,693	(4,027)
Cash and cash equivalents at beginning of the year		154,578	158,605
<b>Cash and cash equivalents at end of year</b>		176,271	154,578

# Notes to the Financial Statements

## 1. Accounting policies

### Charity information

Belong: Making Justice Happen is a charity registered with the Charitable incorporated organisation (CE009755) registered with the Charity Commission of England and Wales. The registered office is Capital Office, Kemp House, 152–160 City Road, London, EC1V 2NX.

### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "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)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a true and fair view. This departure has involved following the Statement of Recommended Practice for charities applying FRS 102 rather than the version of the Statement of Recommended Practice which is referred to in the Regulations but which has since been withdrawn.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Donations and legacies are received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants, where entitlement is conditional on the delivery of a specific performance by the Charity, are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.

Investment income is included when receivable.

### 1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.



### 1.6 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

### 1.7 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

#### Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts

payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

#### Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

### 1.8 Taxation

The charity is exempt from taxation on its income and gains where they are applied for charitable purposes. Irrecoverable VAT is included in the cost of the goods or services on which it was charged.

### 1.9 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

### 1.10 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

## 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 3. Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Other donations and grants	557,878	265,258	823,136	446,818	277,465	724,283

### 4. Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	481	–

### 5. Expenditure on raising funds

	Restricted funds 2025 £	Restricted funds 2024 £
<b>Fundraising and publicity</b>		
Other fundraising costs	10,836	–

### 6. Expenditure on charitable activities

	Expenditure 2025 £	Expenditure 2024 £
<b>Direct Costs</b>		
Staff costs	627,144	601,142
Accountancy fees	12,806	6,660
Meeting room hire	5,131	3,978
Recruitment costs	5,196	5,318
Insurance	3,629	2,856
Staff training	10,151	10,883
Travel – National	40,455	51,105
Bank charges	1,366	1,384
Advertising & marketing	801	2,235
Freelance staff	3,047	6,163
Volunteer expenses	1,414	3,857
IT Software and Consumables	7,248	11,298
Therapy, Mentoring/RJ resources	4,103	4,846
Subscriptions	2,900	1,439
Clinical supervision	12,660	11,920
Other charitable expenditure	7,207	5,415
	745,258	730,499
<b>Analysis by fund</b>		
Unrestricted funds	504,290	462,774
Restricted funds	240,968	267,725
	745,258	730,499

## 7. Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

## 8. Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Charity staff	15	15

Employment costs	2025 £	2024 £
Wages and salaries	556,329	536,541
Social security costs	54,064	51,515
Other pension costs	13,251	13,086
	623,644	601,142

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025 Number	2024 Number
£60,000 to £70,000	–	2
£70,001 to £80,000	1	–

## Remuneration of key management personnel

The remuneration of the 3 key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	177,579	180,364

## 9. Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

## 10. Debtors

Amounts falling due within one year:	2025 £	2024 £
Trade debtors	45,501	51,589
Other debtors	64,620	45,891
	110,121	97,480

## 11. Creditors: amounts falling due within one year

Amounts falling due within one year:	Notes	2025 £	2024 £
Other taxation and social security		2,215	19,424
Deferred income	12	52,427	72,153
Accruals and deferred income		6,296	2,550
		60,938	94,127

## 12. Deferred income

	2025 £	2024 £
Other deferred income	52,427	72,153

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income is included within:		
Current liabilities	52,427	72,153
Movements in the year:		
Deferred income at 1 April 2024	72,153	103,895
Released from previous periods	(54,753)	(86,495)
Resources deferred in the year	35,027	54,753
Deferred income at 31 March 2025	52,427	72,153

Income is deferred, and then released in the period in which it is attributable.

## 13. Retirement benefit schemes

Defined contribution schemes	2025 £	2024 £
Charge to profit or loss in respect of defined contribution schemes	13,251	13,086

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.



#### 14. Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
AB Charitable Trust	(266)	17,850	(17,035)	–	549
Amplify Run	1,800	–	–	–	1,800
Awards for All	2	–	–	–	2
Big Lottery Feltham Plan A	1,912	64,782	(60,982)	–	5,712
Children in Need	10,317	39,989	(49,349)	–	957
Children in Need Covid 19 Booster	5	–	–	–	5
East England Probation	178	38,886	(37,471)	–	1,593
London Community Foundation	11	–	–	–	11
Paul Hamlyn Foundation	2,218	33,000	(21,574)	–	13,644
Surrey Community Foundation Emergency Covid 19	16	–	–	–	16
Swire Charitable Trust	1,542	24,167	(23,214)	–	2,495
TTA Newham MOPAC	3,153	–	(2,792)	–	361
Tudor Trust	8,010	32,000	(39,387)	–	623
MOPAC Feltham	–	14,584	–	–	14,584
	28,898	265,258	(251,804)	–	42,352

#### 14. Restricted funds (Continued)

	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
AB Charitable Trust	1,167	17,850	(19,283)	–	(266)
Amplify Run	–	1,800	–	–	1,800
Awards for All	1,321	–	(1,319)	–	2
Big Lottery Feltham Plan A	–	59,510	(57,598)	–	1,912
CAF Resilience	(402)	–	–	402	–
Charles Hayward Foundation	1,447	–	(1,481)	34	–
Children in Need	3,802	41,956	(35,441)	–	10,317
Children in Need Covid 19 Booster	5	–	–	–	5
East England Probation	5,649	–	(5,471)	–	178
Herts Community Foundation Therapy Grant	117	5,797	(6,346)	432	–
HMPPS Covid Response Grant	(177)	–	–	177	–
London Community Foundation	11	–	–	–	11
MOPAC's Young Londoners' Programme	(1,418)	–	–	1,418	–
Paul Hamlyn Foundation	(5,993)	33,252	(25,041)	–	2,218
Surrey Community Foundation Emergency Covid 19	16	–	–	–	16
Swire Charitable Trust	11,059	32,300	(41,817)	–	1,542
TTA Newham MOPAC	1,669	45,000	(43,516)	–	3,153
Tudor Trust	(1,578)	40,000	(30,412)	–	8,010
	16,695	277,465	(267,725)	2,463	28,898

The specific purposes for which the funds are to be applied are as follows:

Unforeseen staff liabilities regarding management and delivery staff for each project, including redundancy, sick pay, parental leave pay, or any other activities related to violence reduction at each respective prison.

## 15. Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
<b>Designated Fund</b>					
HMPYOI Isis	7,786	–	–	–	7,786
HMP Coldingley	11,440	–	–	–	11,440
HMP The Mount	8,273	–	–	–	8,273
HMP Wormwood Scrubs	3,559	–	–	–	3,559
General funds	97,975	558,359	(504,290)	–	152,044
	129,033	558,359	(504,290)		183,102

Previous year:	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
<b>Designated Fund</b>					
HMPYOI Isis	7,786	–	–	–	7,786
HMP Coldingley	11,440	–	–	–	11,440
HMP The Mount	8,273	–	–	–	8,273
HMP Wormwood Scrubs	3,559	–	–	–	3,559
General funds	116,394	446,818	(462,774)	(2,463)	97,975
	147,452	446,818	(462,774)	(2,463)	129,033

## 15. Analysis of net assets between funds

	Unrestricted funds 2025	Restricted funds 2025 £	Total 2025 £
<b>At 31 March 2025:</b>			
Current assets/(liabilities)	183,102	42,352	225,454
	183,102	42,352	225,454

## 16. Analysis of net assets between funds (Continued)

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
<b>At 31 March 2024:</b>			
Current assets/(liabilities)	129,033	28,898	157,931
	129,033	28,898	157,931

## 17. Related party transactions

There were no disclosable related party transactions during the year (2024–none).

## 18. Cash (absorbed by)/generated from operations

	2025 £	2024 £
Surplus/(deficit) for the year	67,523	(6,216)
<b>Adjustments for:</b>		
Investment income recognised in statement of financial activities	(481)	–
<b>Movements in working capital:</b>		
Decrease/(increase) in debtors	(12,641)	29,680
Increase in creditors	(13,463)	4,251
(Decrease)/increase in deferred income	(19,726)	(31,742)
<b>Cash (absorbed by)/generated from operations</b>	<b>21,212</b>	<b>(4,027)</b>

## 19. Analysis of changes in net funds

The charity had no material debt during the year.



# Independent Examiner's Report To the Trustees of Belong: Making Justice Happen

I report to the trustees on my examination of the financial statements of Belong: Making Justice Happen (the charity) for the year ended 31 March 2025.

## Responsibilities and basis of report

As the trustees of the charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011.

I report in respect of my examination of the charity's financial statements carried out under section 145 of the 2011 Act. In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

## Independent examiner's statement

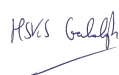
Since the charity's gross income exceeded £250,000, the independent examiner must be a member of a body listed in section 145 of the Charities Act 2011. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

Your attention is drawn to the fact that the charity has prepared the financial statements in accordance with the relevant version of the Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn. I understand that this has been done in order for the financial statements to provide a true and fair view in accordance with UK Generally Accepted Accounting Practice.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the Charities Act 2011.
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the applicable requirements concerning the form and content of financial statements set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the financial statements give a true and fair view, which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.



**Philip Handley FCA**

**Institute of Chartered Accountants  
in England and Wales**

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Charlotte House  
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Dated: 29/01/2026.....

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**[belongmakingjusticehappen.co.uk](https://belongmakingjusticehappen.co.uk)**

**BELONG**  
MAKING JUSTICE HAPPEN











# Belong Annual Report and Accounts 2024-25 Final

Final Audit Report

2026-01-29

Created:	2026-01-28
By:	Esther Wanjie (esther.w@belonglondon.co.uk)
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