

PRISON ADVICE AND CARE TRUST (PACT)

England & Wales · Charity number 219278

Details

Other names	THE BOURNE TRUST, THE CATHOLIC SOCIAL SERVICE FOR PRISONERS
Status	Registered
Legal form	Charitable company
Company number	00356443
Registered	1963-05-13
Register	View on the Charity Commission register

Contact

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Homework Workspace
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Activities

Objects: 1. TO PROVIDE ADVICE, INFORMATION AND SUPPORT TO PEOPLE WHO ARE SUFFERING OR WHO HAVE SUFFERED A LEGAL RESTRICTION ON THEIR LIBERTY IN ANY PENAL OR CORRECTIONAL INSTITUTION.2. TO PROVIDE ADVICE, INFORMATION AND SUPPORT TO FAMILIES AND CHILDREN OF THOSE PEOPLE WHO ARE SUFFERING OR WHO HAVE SUFFERED A LEGAL RESTRICTION ON THEIR LIBERTY IN ANY PENAL OR CORRECTIONAL INSTITUTION.3. TO WORK FOR THE RELIEF OF POVERTY AND SICKNESS AND ADVANCEMENT OF EDUCATION AND TRAINING FOR OFFENDERS, EX-OFFENDERS, THEIR FAMILIES AND CHILDREN.

Activities: Pact supports people affected by imprisonment to cope and to make a fresh start, including prisoners, people with convictions, their children and families. Our work reduces harm and reoffending. We work in prisons of all types, in courts and in communities. We reduce the risk of suicide and self-harm, safeguard children and vulnerable adults, and maintain and strengthen family relationships.

Classification

- **How:** Makes Grants To Individuals, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People, Other Defined Groups, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£9,798,000	£10,466,000	£1,496,000	414
2024-03-31	£10,231,000	£10,911,000	£2,169,000	382
2023-03-31	£7,405,000	£9,462,000	£2,781,000	218
2022-03-31	£6,275,000	£7,017,000	£4,175,000	193
2021-03-31	£8,577,000	£6,453,000	£4,909,000	178

Trustees

Name	Role	Appointed
Professor James McManus	Chair	2024-02-28
Alastair Gordon		2019-11-06
Carolyn Maria Elizabeth Robertson		2022-07-06
Cleo Adele Metcalf		2020-09-30
Helen Clayton-Hoar		2024-07-24
James Horsted		2022-07-06
Kuljit Sandhu		2023-09-20
Patrick Gillespie		2025-11-17
Paula Harriott		2019-07-03
Steven Bradford		2022-10-12
Thomas Leman		2019-11-06

Accounts



Prison Advice and Care Trust (Pact)
Trustees' report and accounts
for the year ended 31 March 2025

A registered charity and company limited by guarantee

Charity registration number 219278

Company registration number 00356443

www.prisonadvice.org.uk



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Reference and Administrative Details

President

His Eminence Cardinal Vincent Nichols

Vice President

Archbishop John Wilson

Trustees and directors

Steven Bradford

Helen Clayton-Hoar (appointed 24.07.2024)

Alastair Gordon, honorary treasurer

Paula Harriott

Caroline Hattersley

James Horsted

Thomas Leman

Sarah Mann (resigned 28.10.2024)

Professor James McManus, chair (elected
28.02.24/effective 22.05.24)

Cleo Metcalf

Carolyn Robertson

Kuljit Sandhu

Phil Taylor OBE, chair (resigned 22.05.2024)

Chief executive and company secretary

Andrew Keen-Downs CBE

Deputy chief executive

Ellen Green

Trading name

Pact

Charity number

219278

Company number

356443

Registered office

Homework Southfields

265-269 Wimbledon Park Road

London SW19 6NW

Solicitors

BDB Pitmans

50 Broadway, London, SW1H 0BL

Auditor

Crowe

R+ Building, 2 Blagrove Street

Reading, RG1 1AZ

Bankers

NatWest

1st Floor, 440 Strand

London WC2R 0QS

CAF Bank

25 Kings Hill Avenue, Kings Hill,

West Malling, ME19 4JQ

Report from the CEO – looking back

Pact is an independent national charity, founded in 1898. This is our report covering the financial year 2024–25.

Our work this year can be broadly described under the following themes

- Reducing reoffending by building stronger families and healthier relationships
- Making prisons safer and healthier
- Supporting people to live good lives after prison.
- Involving the people we serve and enabling them to speak truth to power
- Innovation and developing evidence-based practice.

Thank you!

This year, more than ever, we are grateful to those who have shared their stories with us or allowed us to walk alongside them through difficult times. If you are among them, thank you. We hope we made a difference in your life or that of your family.

We focus on providing people with the support, relationships, and tools they need to survive and cope with a prison sentence, and to build good lives for themselves and their families after release. We are driven by our Mission, Vision and Values. Above all, we seek to inspire people with a sense of hope and possibility that things can change.

A Frontline Charity

We work at the frontline of the criminal justice system in over 70 prisons, in probation teams, in courts, online, and at the end of the phone. Our team comprises a diverse blend of multi-skilled professional staff and volunteers from all walks of life, united by a shared passion and vocation. We work to uphold and defend the innate dignity of every human being. Our work specialises in nurturing healthy relationships and addressing the root causes of offending and reoffending at the individual, family, and community level.

The victims of crime are foremost in our minds. We set ourselves the ambition of there being fewer victims and of building safer communities for us all by the work we do to reduce the risk of reoffending and of nurturing healthy, stable family relationships. We aspire to a justice system that has public confidence because it genuinely rehabilitates people and restores them to live crime-free lives as members of our communities.

Shaped by Lived Experience and the Voices of the People we Serve

We build, design, and develop our services and solutions based on listening to the people we exist to serve, and on the insights they and our skilled, vocational staff bring. One in five staff members who work within Pact bring valued 'lived experience' to their work, either having had a partner or relative who has been to prison or having experienced imprisonment themselves. Our 'Lived Experience Advisory Panel' and service user voice forums help shape our thinking and solutions. Every day, we challenge ourselves to live our values, asking first and foremost: *Are we listening?*

Sometimes, what we hear tells us that we need to do more, that we need to amplify the voices of those we serve, to help bring about systems change, to influence policy and practice, and respond to immediate and pressing needs. So, when, on 4th July 2024, the country went to the polls and gave the Labour Party a resounding victory, we were naturally interested in what potential this might bring for much-needed change.

A Time of Opportunity

Within their first few weeks in power, the new government spoke frankly about the crisis facing our prisons. They promised to tackle the multiple crises in the justice system, which had compelled the previous Conservative administration to launch an early release scheme to reduce pressure on overwhelmed prisons; prisons that were so full that police services and the courts were warned that there was no more space available. The new Secretary of State announced more emergency measures, including another early release scheme, this time to be better planned, and went on to commission former Conservative Justice Secretary David Gauke to review sentencing. In response to pressure from charities including Pact, Labour also announced that it would, for the first time, create a system to identify children with parents in prison to offer them support. The Health Secretary, and the new Prisons and Probation Minister, Lord Timpson, also joined forces to announce that mental health legislation would, at long last, be reformed, including the use of prisons under the mis-named 'place of safety' orders.

As I write this, a year later, the prison population has sadly returned to record-high levels. The government's own statistics show record levels of self-harm and suicide, and high levels of violence. Around 7 out of 10 individuals released early were recalled to prison. This year, His Majesty's Chief Inspector of Prisons published report after report describing squalid conditions, people locked in cells all day with nothing to do, and people with severe psychiatric illness getting more and more ill in prison cells, instead of being transferred to secure hospital facilities. We have welcomed the promise of sentencing reform, reform of mental health legislation, and a new policy framework to ensure that prisoners' children receive the care and support they need.

We largely welcome the direction of travel. These next few years may offer the promise of real and lasting change. But we need clear action, and funding, as well as words. Without the right resources, in the right places, and at the right time, the decline of our once-proud criminal justice system will continue. And so, we have continued to call for an end to short sentences; investment in rehabilitation in prison regimes and in our neglected probation services; alongside diversion and properly funded community mental health services, so that prisons and probation can do their job of protecting the public and rehabilitating people. There must be real alternatives to prison for those who offend because of a diagnosed serious psychiatric illness. We call for more investment in restorative justice, in 'the family', including supporting family contact during and after prison, where this is in everyone's best interests, and practical measures to ensure that children whose parents are sent to prison are provided with appropriate pathways of care and support.

Those of you who support us, who work with us, or who are part of our Pact family know that when we come up with a fresh idea or call for change, it's not from some ivory tower. It's from the prison wing, from listening to the men and women in prison who volunteer through Pact to support other prisoners. It's from prison healthcare or chaplaincy. It's from the Pact family and visitors centre attached to the prison, the children's play area in the prison's visitors' hall, or the family day, where

people share their experiences with us. It's from the court, the probation office, or on the phone, listening to the sobs of a mother whose son has just told us he can't go on anymore. We speak from the frontline, from real experience of working within the system.

Navigating the Challenges Facing Charities in the UK

This report highlights just some of Pact's achievements over the past year. It was a year marked by difficult decisions, including several staff redundancies, driven by the economic pressures of record inflation and the need to support lower-paid colleagues in coping with the cost-of-living crisis. Then, in the new government's Autumn Budget, it was announced that the thresholds and rates of employers' national insurance contributions were changing. Our analysis showed us that from April 2025, this would increase the charity's annual costs by over £200,000. Together with thousands of other charities, we called on the government to protect charities from this sudden financial shock, estimated to cost the UK charity sector £1.4 billion, but to no avail.

As I write this, we have once again been forced to make cuts. We have once again taken the difficult decisions and steps necessary to ensure that Pact remains a financially viable and resilient charity, ready for the next challenge, and fit for our next stage of growth and development. Thanks to the ingenuity and resilience of our staff, and the support of our Board, we have found more cost-effective ways of achieving our goals, and we continue to strive to deliver excellent services with the lowest possible overheads.

We now look to the future with a sense of optimism and focus. Our work in justice and health, providing not only critical support but also bridges of opportunity, has grown and continues to evolve. We continue to innovate, drive systems change, and model and share good practice.

A Time for Collaboration: Building Solutions Together

As we look to the future, we are focused on how we can most effectively make an impact on people's lives – particularly in supporting those leaving prison to fulfil their potential and live crime-free, fulfilling lives. This means maintaining or developing healthy, stable relationships, having somewhere to call home, a job or legal means of support whilst training or learning, free of addiction and debt.

We know that no single organisation can achieve all of these outcomes on its own, and so we are seeking partners, friends, and allies with whom we can work in a joined-up, intelligent, and coordinated collaboration.

Together, we can build a safer society in which fewer people suffer the consequences of crime and in which those whose circumstances or poor choices have led them down the wrong path can build new, better lives for themselves and their children. I hope you will feel inspired by what we have already achieved together and encouraged to work with us to build bridges of hope and opportunity.

Andy Keen-Downs, CBE

Pact CEO

Report from the Chairman – building bridges of hope in a time of challenge

This year has been one of both challenge and opportunity. The criminal justice system continues to face immense pressure, with overcrowded prisons, rising levels of self-harm, and a probation service stretched to its limits. Amidst this turbulence, Pact has remained steadfast in its mission — supporting the people we exist to serve. Our work has never been more needed. And our partnerships with Justice and Health agencies grow ever stronger.

We have spent this year building bridges of hope. Through our Family Link Workers in prisons, our trauma-informed programmes for young men, and our pioneering work in prison healthcare, we have consistently sought to connect people to their families, to services, to opportunities, and to hope. This year, 624 peers—people in prison supporting others—delivered 49,873 hours of support. This love in action is what will change our world for the better.

Our Family & Visitors' Centres supported over half a million visits. Our casework services delivered thousands of positive outcomes in mental health, relationships, and rehabilitation. Our Listen to Families programme has expanded, giving carers a voice in prison healthcare. And our work with schools and Family Hubs is helping children affected by imprisonment to be seen, heard, and supported. Our 1,500 voices report puts the lived experience of people we work with front and centre.

As a public health professional, I am particularly proud of the strides we've made in integrating health and justice. The Family and Carers' Charter in London prisons is a landmark step, and our Guide to Prison Healthcare is already making a difference to families navigating complex systems.

We have also faced difficult decisions, including financial pressures. Yet, thanks to the ingenuity of our team, the confidence of our partners and funders and the support of our Board, Pact remains resilient and focused on growth. We continue to innovate, collaborate, and advocate for systemic change.

Looking ahead, we are committed to deepening our partnerships with government, commissioners, faith communities, fellow charities and most importantly, prisoners and their families. We remain committed to helping shape a justice system that is not only safer, but more compassionate and restorative.

To everyone who has walked with us this year — families, people in prisons, staff, peers, volunteers, donors, commissioners and advocates — thank you. Let us keep building bridges of hope — together.

Professor Jim McManus

Chair, Prison Advice and Care Trust (Pact)

Board of Trustees' Report

The Board of Trustees (the Board) presents its report incorporating the directors' report, the Strategic Report for the purposes of the Companies Act and the audited consolidated accounts of Prison Advice and Care Trust (Pact), for the year ended 31 March 2025.

Objectives and activities

Pact's purpose

Pact's stated objectives are:

- To provide advice, information and support to people who are suffering or have suffered a legal restriction on their liberty in any penal or correctional institution.
- To provide advice, information and support to families and children of those people who are suffering or have suffered a legal restriction on their liberty in any penal or correctional institution.
- To work for the relief of poverty and sickness, and the advancement of education and training for prisoners, people with convictions, and their families and children.

What we do

Pact is a pioneering national charity that supports men, women and young people in prison, people with convictions, and their children and families. We provide caring and life-changing services at every stage of the criminal justice process: in court, in prison, on release, and in the community.

Pact's vision is of a society in which justice is understood as a process of restoration and healing, in which prisons are used sparingly and as places of learning and rehabilitation, and in which the innate dignity and worth of every human being is valued. We work for the common good of society. Taking a public health-based approach, we work at the intersection of criminal justice, child and family welfare, mental health, wellbeing provision and health and social care.

Our volunteers and staff can be found in courts, prisons, probation services, and in communities across England and Wales. We are a diverse, inclusive, modern, and collaborative charity. We build effective partnerships and sustainable solutions based on our well-established understanding of the systems in which we work, and on our historic values and ethos developed through our 125+ years of service delivery.

Values and mission

Our mission is to support prisoners and their families to make a fresh start and to minimise the harm that can be caused by imprisonment on people with convictions, on children, families and on communities.

Our values are:

- **Believe:** to respect the innate dignity and worth of every human being and believe in the possibility of their rehabilitation and redemption, no matter what they have done.
- **Listen:** to consult and involve users of our services to ensure that we remain responsive and sensitive to their needs.
- **Respect:** to respect and value diversity and promote equality of opportunity.
- **Co-operate:** to be a collaborative organisation, working cooperatively and in a spirit of partnership with Her Majesty's Prison and Probation Service (HMPPS) and organisations with whom we share objectives and where this may result in improved outcomes.
- **Learn:** to be a learning organisation, committed to developing our people, and to learning from others and from each other.
- **Excel:** to provide quality services and to monitor and evaluate our work.
- **Involve:** to encourage and facilitate the involvement of volunteers and community and faith-based organisations to harness the goodwill, skills and energies of individuals who share our goals and values.
- **Connect:** to break down barriers between the prison system and communities.
- **Create:** to be innovative and develop models of working and best practice which may be mainstreamed by HMPPS and others.

Strategy and vision

In 2023/24, we enhanced our Routes to Change strategy to build a three-year corporate plan. We are now partway through this plan to build and support Pact as a growing organisation. The five goals were as follows:

1. To deepen our understanding and better articulate our impact

We will focus on measuring the impact of our work and articulating how we are helping people to lead better lives.

We will :

- Work with service users, academics, staff and volunteers to create a 'Theory of Change' for Pact that articulates more clearly how we help people to lead good lives.
- Continue to build evaluation into our work to demonstrate in a clear and compelling way the impact of our services.

2. To ensure that we remain financially sustainable, enabling us to continue our role as an independent innovator

We will :

- Grow our unrestricted income – charitable donations that can be used to support our core operating costs and unfunded charitable activities.
- Win work in new sectors in line with our charitable objectives and mission.

- Introduce new financial rules to ensure we live within our means and are tracking our performance.
- Cover a greater % of our central 'core' costs (eg HR, Finance, Comms) from money raised through grants and contracts

3. To ensure we are a representative organisation in the broadest sense and that we enable all voices to be heard

We are committed to representing and involving service users and to providing them with the support they need to make their voices heard.

We will :

- Deliver our 'Lived Experience Involvement Action Plan', providing staff with the guidance and tools to deliver excellent Service User Involvement at a local level.
- Ensure that our workforce reflects the diversity of our service users and employ more people with lived experience of the criminal justice system

4. To improve our workforce stability by reducing voluntary staff turnover as well as increasing volunteering and peer worker hours.

We will :

- Enhance our induction programme for new staff; further develop our training and induction programme for frontline managers; and increase training and professional development opportunities for senior managers.
- Ensure that all staff receive an annual appraisal and regular supervision.
- Launch and roll out a new Peer Worker Toolkit.

5. To make our systems and processes more effective, reduce duplication, and improve cost effectiveness

Our substantial growth over the last few years means that some of our internal systems and processes are now in need of investment to support our continued growth ambitions.

We will seek to:

- Review our internal administrative processes so staff spend less time on form-filling and other manual processes, and free up energy, time and resources for frontline delivery.

Our activities

Pact provides support to prisoners, people with convictions, and their children and families at every stage of the criminal justice process: in court, in prison, on release, and in the community. Our services and activities include:

- prison-based casework, coaching, mentoring and structured one-to-one booklets/course delivery
- community-based casework, mentoring and structured one-to-one booklets/course delivery
- prison-based social work (women's prisons)

- prison family and visitors' centres
- prison- and community-based relationship and parenting education
- trauma-informed, relational psychosocial support (including targeted support for vulnerable and isolated prisoners)
- Pact Peer programmes (prisoner-to-prisoner voluntary support)
- 'through the gate' mentoring and befriending programmes
- children's play services in prison settings
- prison visits refreshment services (delivered under HMPPS management)
- arts and educational initiatives
- managing the national Prisoners' Families Helpline and website under contract to HMPPS
- a free, confidential befriending service for prisoners' families
- peer support groups for prisoners' family members
- support for defendants' families in court
- discretionary welfare grants for individuals in need
- CPD-accredited training and resources for teachers, social workers, police and other professionals
- 'Faith in Action' church-based volunteering networks

We also support practitioners through providing training and advice, and we inform and advise policy and decision-makers. We continue to innovate and test new approaches to achieve the best possible outcomes.

Public benefit statement

All the activities described further Pact's purposes for the public benefit, and the Trustees consider they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

Performance and achievements

In the 2024/25 financial year, we reached more individuals than ever before. We achieved this through the growth of our services and projects, the continued exploration of innovative approaches, and by staying focused on ensuring that all our work is shaped by the lived experiences of those we support.

Family and Significant Other Services

In 2024/25, we continued to deliver 'Family and Significant Other' services under contracts with HMPPS at 62 prisons. This work represents just under half of all our service delivery. We assisted a total of 556,015 visits through Pact-run Family and Visitors' Centres during the year, 286,600 for women, 158,632 for men, and 110,783 for children.

As part of our family engagement services, we delivered one-to-one casework to 3,168 people in prison, including 2,138 new referrals during the year. Through this tailored support, individuals achieved 5,558 positive outcomes, including significant improvements in family and relationships (2,491), mental health (639), and attitudes, thinking, and behaviours (610), among other areas. Evidence suggests an average improvement of 18% across outcomes. Ninety-eight per cent of prisoners surveyed said that Pact casework had been helpful, while 92% said it had made things slightly or significantly better for them. Sixty-one per cent of prisoners completing our Relationship Radar reported improved relationships with family. These figures reflect the transformative impact of our work in helping people rebuild their lives and relationships.

We gathered feedback through qualitative surveys with families who used our services to visit loved ones in prison. Ninety-eight per cent found Pact staff friendly and helpful, while 95% agreed or strongly agreed that their visit had enabled them to better bond with their loved one in prison.

Throughout the year, we continued to establish 'Family Forums' in each prison, creating spaces for family members to connect with each other, our staff, and prison leaders. These forums are helping to make it easier for families to stay in touch and support their loved ones inside.

We are grateful to our commissioners in HMPPS, as well as to the governors, staff, and HMPPS leadership, for their continued support and commitment to improving outcomes for prisoners and their families.

Criminal Justice Healthcare

During the year, we continued to develop our programme of work to support prison healthcare providers and to give prisoners' families a voice. In April 2024, the NHS London region team and healthcare providers across London's prisons formally committed to a new 'Family and Carers' Charter' for Health and Justice Services. Co-produced by Pact, family members and carers, NHS representatives, and prison healthcare staff, the charter sets out nine key commitments aimed at transforming how families and carers are involved in the healthcare of people in prison. The Listen to Families team is now actively supporting prisons across London to implement and monitor these commitments. Importantly, London commissioners have agreed to provide quarterly reports to Pact, tracking progress against key charter metrics.

This year also saw the expansion of the *Listen to Families* project into four prisons in the NHS South East region, marking a significant step in scaling the programme's reach and impact. Alongside driving system-level change, we introduced Family Link Workers at each site. These dedicated roles act as a bridge between prisoners, their families, and healthcare teams, ensuring that family involvement is proactive, meaningful, and embedded in care planning and delivery wherever it is relevant and beneficial.

In November 2024, we launched our online *Guide to Prison Healthcare* on the Pact website, offering a vital resource for families supporting a loved one in prison with physical or mental health needs. Developed in collaboration with families who have lived experience of the prison system, the guide offers clear, step-by-step advice on navigating prison healthcare. It includes practical information on what to expect, who to contact, and how to communicate effectively. Users will also find helpful templates, real-world tips, and compassionate guidance to manage everyday challenges.

During the year, we were honoured to contribute to the Royal College of Psychiatrists' Quality Network for Prison Mental Health Services (QNPMHS) working group, ensuring that the voices of prisoners' families were heard and valued. A key outcome of this collaboration was the release of the *Carer Engagement and Involvement Guidance*: a practical new resource for prison mental health professionals. The guidance offers clear, actionable advice on involving families and carers, addresses common challenges, and highlights real-life examples of good practice from across the system.

At the close of the financial year, we launched a landmark report highlighting the challenges families face when supporting a loved one in prison with health issues: *1,500 Voices*. The report is the culmination of over two years of work and hundreds of hours spent listening to families, capturing the themes and concerns that consistently arise. Working with our dedicated team of family representatives, we developed a series of practical recommendations addressing structure, practice, culture, and accountability across the health and justice systems. *1,500 Voices* is already serving as a catalyst for dialogue and action, and we are committed to working with the NHS, prisons, and healthcare providers to develop solutions that mean better outcomes for families, staff, and patients alike.

Learning and programmes

Through our parenting, relationship, and family learning courses - delivered in both prisons and the community - we support people affected by imprisonment to build stronger family relationships. Our programmes foster resilience, empathy, and communication skills, help parents support their children's learning and development, and lay the foundations for successful resettlement.

Over the past year, 1,326 individuals took part in our in-person courses focused on parenting, relationships, and family learning. We're proud to report a 98% course completion rate and a 95% satisfaction rate - clear indicators of the value participants place on our programmes.

In addition, our teams delivered nearly 7,000 structured one-to-one resources through casework across our contracts. These resources, drawn from a diverse collection of relationship, parenting, and wellbeing booklets, have played a vital role in helping families stay connected, resilient, and hopeful about the future.

Support through the gate and in the community

Pact works with people on probation through His Majesty's Prison and Probation Service (HMPPS) Commissioned Rehabilitative Services (CRS), operating across 12 probation contract package areas in partnership with Ingeus, Nacro, and Seetec. These services provide flexible support to individuals involved in the criminal justice system, empowering them to rebuild their lives, strengthen relationships, and successfully reintegrate into their communities.

Since its commencement in June 2021, Pact's CRS programmes have supported 3,604 people in developing family, relationship, and parenting skills, as well as 2,006 individuals in enhancing their emotional wellbeing, enabling them to move forward positively after release from prison. This work reduces the risk of reoffending and promotes healthier relationships between parents and their children.

Pact consistently exceeds CRS performance expectations, achieving over 90% on both Service Level and Quality Performance indicators. Service users have reported a 61% improvement in confidence about their future and their relationships, alongside a 58% improvement in managing difficult situations in a positive way. In relation to parenting, outcomes include a 105% improvement in understanding child development, a 120% increase in assertiveness in parenting, a 79% improvement in co-parenting ability, and a 112% increase in boundary setting.

Furthermore, since January 2025, we have delivered intensive mentoring support to care-experienced young men through a direct contract with Greater Manchester Probation Service, supporting 23 young men in areas such as relationships, conflict management, anger and stress management, and coping with worry.

As part of the HMPPS CFO Evolution programme, Pact is commissioned by Ingeus and Shaw Trust to deliver targeted interventions for 360 people in prison and on probation who have complex needs. By providing personalised support, we help individuals overcome barriers to resettlement, promote stability, and reduce their risk of reoffending. Interventions empower participants to navigate the often-challenging transition from prison to community with support around forming and maintaining healthy relationships, managing change, and building emotional resilience. This work plays a vital role in supporting successful rehabilitation and reintegration into society.

CPD-accredited training and resources for professionals

Each year, an estimated 200,000 children in England and Wales experience the imprisonment of a parent, yet there remains no statutory safety net to ensure they receive the care and support they need. Many teachers, social workers, and other professionals readily acknowledge gaps in their understanding of the criminal justice system and the profound challenges these children face.

To help mitigate some of the harm to this vulnerable group, Pact provides multi-agency training and resources across England and Wales. In 2024/25, we delivered our *Hear Our Voice* training to 37 teachers and school support staff across primary, secondary, and early years settings. These sessions explore the impact of the justice process on children and young people, what teachers can do to support both children and their caregivers, and how schools can work with organisations like Pact to provide child-centred support. They also include a walk-through of the prison visit process from a child's perspective.

One participant shared: "It was really impactful to see the visits hall within the prison and to go through security to understand how it would feel for a child. I found the day really informative, and it has made me realise how much work goes into supporting families, but that there is still work to do to ensure children's voices are heard. I hope many more staff can be trained to support these children."

Thanks to our successful engagement with young people with lived experience and education professionals, Pact was able to pilot, test, and refine what is now a CPD-accredited training programme on the impact of parental imprisonment on children and young people. This programme was delivered to 37 schools and other family and justice professionals. We further developed the Pact Schools' toolkit and package of resources, co-produced with young people who have lived experience of parental imprisonment, and with the advice and expertise of

education professionals and practitioners. By the end of the year, this was being used by more than 330 schools and 66 local authorities across England and Wales. This resource helps teachers, designated safeguarding leads, and other practitioners address misinformation, reduce anxiety among affected children, challenge stigma, and provide safe and supportive school environments.

Schools play a vital role in signposting children and young people, and their parents and carers, to appropriate community services, particularly where children have faced adverse or traumatic experiences, either due to issues within the family home or due to the nature of their contact with police or justice professionals. We have been pleased to develop some promising relationships with the growing network of Family Hubs.

Charitable funding from the Sony Music UK Social Justice Fund has further supported work across four prisons in the East Midlands to raise awareness of the impact of familial imprisonment on children. This initiative aims to equip schools and social care providers to identify affected children early and provide timely, effective interventions.

As part of this programme, in 2024/25 we convened three cross-sector Education Forums, attended by senior prison staff as well as representatives from local schools and social care services. Each forum, attended by 25–35 professionals, explored the impact of parental imprisonment and offered practical strategies to strengthen professional responses. Over 70% of attendees requested follow-up involvement, demonstrating a strong commitment to ongoing collaboration and learning.

In Nottinghamshire, we are working with the County Council's Early Help services, Family Hubs, and schools to further improve support for children with a family member in prison. Our service manager sits on the Council's advisory forum for children with a parent in prison and has contributed to online resources, including details of Nottinghamshire prisons, the Prisoners' Families Helpline, and our schools' toolkit and training. The team has also launched 'Through the Eyes of the Child' prison visits. Four visits have been completed at HMP Nottingham, with further sessions planned at HMP Ranby, HMP Lowdham Grange, and HMP Whatton.

In South Yorkshire, thanks to National Lottery funding, we have disseminated our toolkit and Pact resources to schools in South Yorkshire and those outside the county supporting families with loved ones in South Yorkshire prisons. Strong links have been established with safeguarding leads in local schools, as well as with the behaviour and inclusion teams working across the county. In addition, drop-in sessions are now being provided at the Doncaster Family Hub, offering direct engagement and support to families. Pact information and promotional posters have been distributed to all hubs in the area to ensure consistent visibility and awareness of services available.

With a further National Lottery Community Fund grant for the South Yorkshire programme now secured, mobilisation and planning are underway for a broader and more in-depth delivery model. This expanded approach will set clear targets for collaboration with hubs, schools, and other community providers across South Yorkshire, ensuring greater reach, impact, and sustainability.

Through this combined training and engagement, education and care professionals in the region are now better informed about the needs of children with a parent in prison. With access to tailored resources and guidance, they are more confident in providing appropriate support and referrals, helping to improve outcomes for some of the most vulnerable pupils.

Government and charitably funded services

Pact runs a range of innovative programmes, funded by grants from the government, corporates, trusts, and foundations, providing practical and emotional support to prisoners, their children, and their families.

Routes 2 Change

Operating at HMPs Brixton and Isis, Routes 2 Change puts relationships at the heart of rehabilitation. The programme provides practical and emotional support to men in prison and their children and families, from the first days in custody, through their sentence, and for up to three months after release. During the year, we supported 390 men and their families, helping to maintain vital relationships and build the foundations for successful resettlement.

Our long-term objective is to embed the *Routes2Change* approach within the prison system, encouraging HMPPS to integrate the model into the next FaSOS tender in 3-5 years. Over the coming year, we aim to establish the Routes2Change triage model in at least five prisons.

In our partner prisons, HMPs Brixton and Isis, prison staff have already been seconded to Pact to lead delivery, and we hope to secure similar partnerships with other prisons. The 'Relationship Triage' process we have developed is now fully embedded in prison induction via prisoner 'passports' at our partner prisons, enabling detailed referral planning where family relationships are identified as an area of need. Having prison staff working in civilian clothing on the project has already demonstrated significant change.

Over the past year, we have delivered triage training to more than 30 prison officers across the two establishments. This has equipped staff with the skills and confidence to ask meaningful questions, ensuring induction processes are more family-focused. The work is further strengthened by the involvement of Peer Workers: people in prison supporting their peers alongside prison staff. This involvement helps to improve outcomes and transform prison culture.

In addition, we plan to trial our *Let's Talk* volunteer visitor scheme at more prisons and in the women's estate. The scheme supports people in prison who do not receive visits (sometimes referred to as "no visits" or "NANs" - an acronym for "nothing and no one"). By offering regular visits from a carefully matched volunteer, who can offer a relatable positive role model, the programme helps prisoners improve their mental health, wellbeing, and interpersonal skills, ultimately strengthening their chances of successful rehabilitation and resettlement in the community.

We will continue to develop the training and support provided to our volunteers, while rigorously assessing the impact of the scheme as it expands. Building on our experience, we are also interested in developing tailored models to meet the needs of specific cohorts of people in prison,

such as those at the start or end of their sentences, or those transitioning from a drug-free wing back into the general prison population.

The scheme now has more than 40 active volunteers who, in 2024/25, supported 77 men across HMP Brixton, HMP Isis, and, most recently, HMP High Down. Delivery is being extended to HMP Send (the first programme of its kind in the women's estate) and to HMP Stafford, a specialist PCOSO (prisoner convicted of sexual offences) establishment. We are also in active discussions with several other prisons.

Prisoners' Families Helpline and the Gateway Communications Project

Over the past year, the helpline has continued to answer thousands of calls and emails to offer advice, information and emotional support to people with loved ones in prison. Many of those who contacted us were concerned about their loved ones' safety and wellbeing. Behind every call and message is a story of fear, confusion, and hope, and we are deeply grateful to our dedicated helpline team, including the volunteers who gave an incredible 5,493 hours of their time to offer comfort, guidance, and reassurance when it was needed most.

We were delighted to be named a finalist in the Inspire Justice Awards for our groundbreaking partnership with HMPPS and prisoners' families to improve the safety and wellbeing of people in prison. The Gateway Communications Project, funded by an HMPPS Innovation Grant, aims to improve communication between prisons and prisoners' family members where there are concerns about a prisoner's welfare. Following a successful evaluation, the HMPPS Safer Custody Board approved funding to disseminate the project's learning and resources across the entire prison estate, establishing the first national, consistent gateway communication mechanism for prisoners' families. We are hugely grateful to HMPPS for commissioning this vital service and for working in such a collaborative fashion to improve outcomes for prisoners and their families.

Together a Chance

Pact continued to provide dedicated Social Worker support at HMP Eastwood Park and HMP Send, delivering intensive, tailored assistance to 66 women. Notably, 30% of these women have lived experience of the care system, compared with just 1.15% in the wider community¹.

One in five of the mothers supported had active family court proceedings at the point of referral. Pact Social Workers have enabled these women to engage fully and knowledgeably in legal processes, ensuring their voices are heard. Where ongoing contact with children is not in the child's best interests, Social Workers have helped mothers to understand the reasons behind such decisions and have provided vital emotional support in managing the impact.

Through this work, 133 children have experienced improved relationships with their mothers in custody, gained a clearer understanding of their own identity and family circumstances, and been supported to build a stronger foundation for a positive future. This work, originally piloted by Pact with philanthropic funding, is now funded by HMPPS.

¹ Homes for Good, 2021. *National statistics for fostering and adoption*. Available at: <https://homeforgood.org.uk/statistics>

Throughout the year, our social workers shared their expertise at conferences, universities, and criminal justice events across the country. They took part in the *Beyond the Barriers* roundtable at the Royal Courts of Justice, exploring the barriers mothers in prison face when engaging with family court proceedings and potential solutions to enable effective participation. In addition, the team has written a chapter on prison-based social work for the forthcoming *Routledge International Handbook of Criminal Justice Social Work*.

Visiting Mum

Visiting Mum supports Welsh mothers in prison to maintain positive relationships with their children throughout their sentence. The project identifies women at risk of losing contact with their children and provides specialist support to protect and strengthen these crucial family relationships. Mothers are offered parenting and relationship programmes, alongside tailored one-to-one support, which may include help engaging with social workers and other relevant services.

Over the past year, our team triaged over one thousand women entering custody in HMPs Eastwood Park and Send and supported 229 through ongoing casework. The team also provided 206 supported visits for children and young people. This service is invaluable for the many Welsh mothers who are imprisoned in England and who struggle to maintain their right to contact because of practical considerations such as the cost of travel or lack of suitable adult supervision.

Dealt an ACE

Dealt an ACE is a first-of-its-kind project introducing a trauma-informed approach in a male custodial environment. The programme supports young men aged 18–24 who have experienced severe or multiple Adverse Childhood Experiences (ACEs). In prisons across England and Wales, self-harm and assault rates are at historically high levels, with self-harm affecting around 60% of prisoners at HMP Brinsford. Dealt an ACE is supporting the prison in working towards a total regime change, from a security-led approach to one grounded in trauma awareness. Through a dedicated caseworker and tailored interventions, the programme builds resilience, strengthens relationships, and fosters positive identity and purpose.

During 2024/25, we worked with 33 young men, offering personalised action plans, one-to-one and group support, access to positive role models, learning opportunities and training in parenting and caregiving, and recognition of personal achievements, all with the aim of reducing reoffending and breaking cycles of harm.

Journeys to Freedom

A small but impactful project, Journeys to Freedom has worked to reduce reoffending by offering holistic, person-centred support to women leaving prisons in London and the South East. Its three-stage approach includes preparation before release, support on the day of release, and continued support in the community for up to six months. In the project's second phase (2023–2025), we supported 38 women to secure accommodation, employment or other legal income, and reconnect with their families.

Throughout *Journeys to Freedom*, our findings have informed national discussions on accommodation and resettlement for women leaving prison, including evidence submissions to

the RR3 Special Interest Group on Accommodation. In recognition of the project's impact and the clear need for tailored support, HMPPS has funded 11 Family Resettlement Workers across the women's prison estate. This marks a significant and welcome step toward more informed, compassionate, and effective resettlement services for women. We hope this investment signals the beginning of a long-term commitment to this approach. It is also vital that the insights and learning are reflected in the development of the new Community Rehabilitative Services (CRS) model for women, ensuring that the right support is available in the community.

We are enormously grateful to LHF London Housing Foundation, Colyer-Fergusson Charitable Trust and Treebeard Trust for their support to enable us to demonstrate the impact of this holistic, women-specific model of service.

Emergency welfare grants

Thanks to charitable funding from a number of charitable foundations and donors, we provided 596 emergency welfare grants this year, totalling £116,597, including 62 grants awarded to people released from prison under the SDS40 scheme². These grants supported people leaving prison and prisoners' children and families in immediate hardship, most often due to 'leaving custody/immediate poverty' and 'family poverty'. We also provided grants to meet the needs of prisoners' children, support individuals on Release on Temporary Licence (RoTL), prevent immediate homelessness, and assist those experiencing poor mental health.

Grants averaged £195.63 and were issued as vouchers or essential items, never cash. Common purchases included food, clothing, beds, phones, laptops, and white goods. Every grant was accompanied by advice and support to address underlying needs.

During the year, 302 children directly benefited, with a further 395 supported indirectly through help given to their parent or carer - a number that has grown steadily over the past three years. In fact, since 2021-22, overall demand for welfare grants has increased by 43%.

Befriending and peer support

Last year, our volunteers provided more than 860 hours of emotional and practical support to prisoners' family members through our telephone befriending service and online peer support groups. Nine out of ten survey participants felt that their emotional wellbeing had improved since accessing support, and that they felt less isolated than before.

Ninety-six per cent of participants rated the services 'good' or 'excellent'. One service user told us: "It is good to be able to speak to someone who doesn't judge me. I feel that I have someone that I can speak openly with, which is really nice as it is really difficult being on my own and worrying about my partner in prison. I would be lost without this service."

² The government's SDS40 scheme allowed certain prisoners serving a 'standard determinate sentence' (with a 50% conditional release point) to be released at the 40% point of their sentence, subject to eligibility criteria. The first tranche of prisoners was released on 10 September 2024.

Court Service

Pact volunteers are not only found in prisons or on the phone - they also play a vital role in courts. This work is vital because it meets a need that no other service currently addresses. While victims have access to support through organisations such as Victim Support, there is no equivalent provision for defendants and their families. Pact's Court Service fills this gap, delivering support through a dedicated network of volunteers.

During 2024/25, our Court Service operated in London and South Wales, ensuring that families of defendants could access Pact's wider support and clear guidance to help them understand the court process. We believe this vital service should be available in every court. In London, our court volunteers provided 742 hours of support, offering compassionate, on-the-ground help during what can be an overwhelming time for defendants and their families. In Swansea Crown Court, the team supported 1,667 individuals, including 81 first-time visitors to HMP Swansea.

Our Volunteers

This financial year saw our first royal occasion as we welcomed Her Royal Highness The Princess Royal to our 125th Anniversary National Volunteering and Citizenship Awards at St John's Church, Waterloo. The event recognised the contribution of volunteers, students on placement, faith communities, and 'peer' volunteers in prison. HRH The Princess Royal presented the Volunteer of the Year Award to Prisoners' Families Helpline and National Befriending Volunteer Amy Atherton.

This year, our incredible volunteers contributed over 96,866 hours of their time - a 33% increase from last year's figures. Valued at the national living wage, that's the equivalent of £1,182,734 in donated time, or 59 full-time staff members. Their dedication has made a real and lasting difference in the lives of thousands of people, and we are hugely grateful for their time, skills, and dedication.

Our fastest-growing area this year has been peer volunteering: empowering people in prison to support one another. In 2024/25, we saw a significant rise of 420 new peer volunteers, bringing the total to 624 peers across prisons in England and Wales. As a result, peer-delivered support hours surged from 29,283 to 49,873. This growth is a powerful testament to the strength of lived experience and community-led change behind bars.

Faith and Community

As a Catholic charity, we are deeply grateful for the ongoing support of parishes and religious communities across England and Wales. Their encouragement, prayer, and generosity are essential to our work and long-term sustainability.

This year's Sir Harold Hood Memorial Lecture was held in the historic Grade I-listed chapel at HMP Wormwood Scrubs. The keynote address was delivered by Dame Rachel de Souza, Children's Commissioner for England, who spoke powerfully about the need to support children and young people affected by the criminal justice system, "those children whose rights, whose inalienable dignity, are most at risk of violation." Dame Rachel shared a compelling vision - one that echoes

Pact's own - that these children and young people are not only heard, but empowered to become "authors of their own destinies".

Once again, we saw a record response to our Prisoners' Sunday appeal, with 11 cathedrals holding Prisoners' Sunday Mass, including the Archdiocese of Birmingham, Archdiocese of Southwark, and the Dioceses of Arundel and Brighton, Clifton, Hallam, Leeds, Nottingham, Northampton, Shrewsbury, Wrexham and Archdiocese of Westminster. We are grateful to everyone who spoke on behalf of Pact or shared their experiences at a service in their community.

We continue to be blessed by the kindness and encouragement of the Church and of so many faith communities and people of faith who share our sense of mission, and our understanding of the Gospel call to action, 'I was in prison, and you visited me'.

Looking to the future

We are grateful for the ongoing support of philanthropic foundations, parishes, individual donors, and corporate partners. Their generosity enables us not only to deliver essential, compassionate services to those affected by imprisonment but also to innovate and pilot new approaches that respond to the complex needs of people on the margins of society.

We hugely value our positive relationships with our commissioners, and the spirit of partnership and collaboration that enables us to fulfil our charitable missions through the delivery of high-impact services, including those commissioned by the Ministry of Justice, His Majesty's Prison and Probation Service, NHS England, MOPAC, and other Government departments and public bodies.

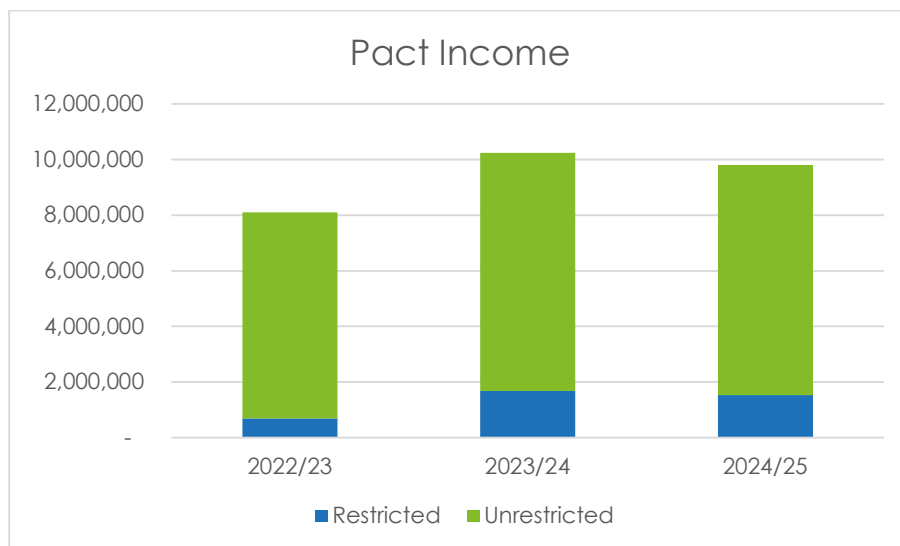
We also continue to act as a 'critical friend' to HM Prison and Probation Service and other key partners, bringing the voices of prisoners' families into the conversation and offering evidence-based ideas and solutions.

Despite operating within a system that by its own account is overstretched, under-resourced, and at times broken, our work continues, thanks to the goodwill and professionalism of so many people working within the system, and alongside us in the voluntary sector. We are powered by the dedication of our staff, volunteers, and supporters. Together, we face these challenges with renewed determination and a shared belief in the possibility of change.

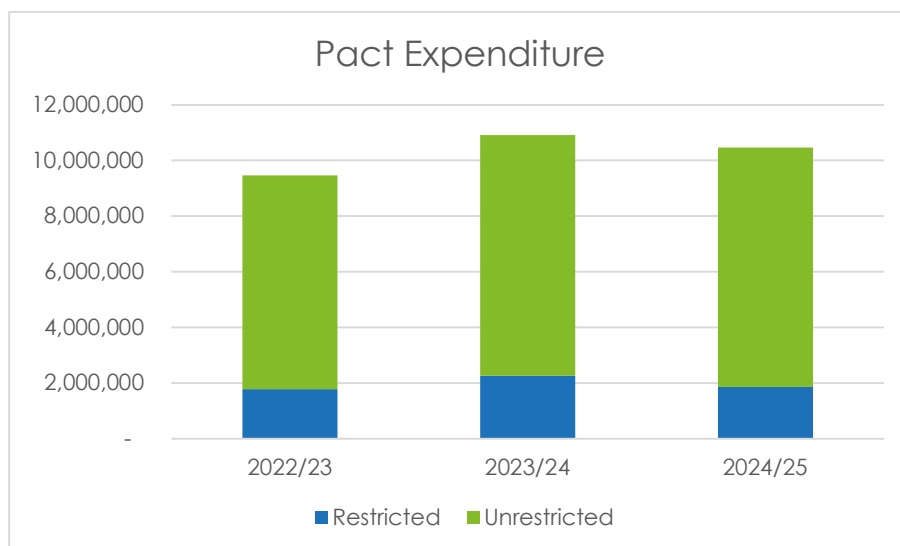
To all our friends and partners: thank you. We look forward to the year ahead with hope and commitment to serve more people, strengthen more families, and work towards a more just and compassionate criminal justice system.

Financial Review

Income for the year totalled £9,798,000 (2024: £10,231,000), which comprised unrestricted income of £8,268,000 (2024: £8,551,000) and restricted income of £1,530,000 (2024: £1,680,000). After a large increase in 2023/24, due to the start of a large contract with HM Prisons and Probation Services, we have had a relatively small dip in income (4%) in 2024/25.



Expenditure totalled £10,466,000 (2024: £10,911,000) which comprised of unrestricted expenditure of £8,600,000 (2024: £8,651,000) and restricted of £1,866,000 (2024: £2,259,000). Expenditure decreased by 4% as well, in line with the drop in income.



The result for the year was an unrestricted funds deficit of £337,000 (2024: deficit £33,000) and a spend down of restricted funds of £336,000 (2024: £579,000). An unrestricted deficit was planned but income did not grow as expected which led to a higher deficit than budgeted.

Cash and short-term deposits decreased to £1,128,000 on 31 March 2025 (2024: £1,689,000), due to a move of cash into investments. Investments increased to £575,000 (2024: £430,000). The total value of the cash, short-term deposits and investments continues to give the charity a sound financial platform for 2025/26. We maintained our investment in the CCLA Catholic fund, based on maximising investment income for the charity in line with our ethical investment policy, during a period of market turbulence.

Reserves and reserves policy

The Trustees recognise that Pact needs to hold a certain level of free reserves. This aims to cover areas where securing funding is challenging, such as innovative research and service user participation, while also mitigating the risk of lower income or higher costs than expected. The main risks arise from the need to cover unfunded exit costs on projects and services coming to an end, failure to achieve expected income targets from fundraising, failure to achieve expected results on payment-by-results contracts, unexpected delays to new projects and services, unexpected reductions in value of existing projects and services, and potential legal fees and bad debts.

The Trustees have reviewed the level of reserves required to cover these eventualities. In line with good practice, they have opted to link the target level of free reserves directly to a detailed analysis of the risks, the likely impact of those risks, and the probability of them occurring. This translates to a targeted reserves level of £1,120,000. The actual free reserves level on 31 March 2025 was £936,000 (2024: £1,216,000). Although the reserves are currently below their target level, they are more than sufficient for us to continue to operate effectively. The Trustees have implemented a programme to reduce our costs further through to March 2027 to reduce financial risk at Pact and put the organisation on a path to greater financial stability.

The use of the going concern basis of accounting is appropriate because there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of Pact to continue as a going concern.

The Board regularly reviews Pact's work to ensure that maximum benefit is gained from the limited resources at our disposal and the effort of both staff and voluntary supporters.

Investment policy

Under Pact's articles of association, the Board have the power to invest in such assets as they see fit. The objective, as outlined in Pact's investment policy, is to produce the best financial return from Pact's investments at an acceptable level of risk. For short-term reserves, the aim remains to preserve the capital value with a minimum level of risk, with assets being readily available to meet unanticipated cash-flow requirements at short notice. This will be balanced by gradual investment in longer-term reserves as and when such funds become available. The long-term aim is to generate an above-inflation return while generating an income to support Pact's ongoing

activities. The Trustees recognise that the investment market has shown some level of volatility but are confident that the investments will be used to sustain the Charity over the medium to long term.

Pact invests as far as possible in line with its charitable aims, endeavouring to balance maximising income for our work with our wider social responsibilities as a charity operating in accordance with Catholic Social Teaching. Our preference is for investments that help to maintain wellbeing for the economic, social, and natural environments, as expressed in the appeal by Pope Francis, *Laudato Si' (On Care for our Common Home)*. We are also guided by the principle of solidarity with those who are poor and marginalised and seek social justice.

Fundraising

During the financial year to 31 March 2025, Pact raised £359,000 in unrestricted funds and received restricted funding of £1,530,000. Funds raised provided much-needed support for Pact's core services, as well as new projects.

We do not make use of any commercial third parties or agents to raise funds for the charity, nor do we pay any commission or bonuses to our staff or volunteers who work hard to raise our funds. We are registered with the Fundraising Regulator, the independent regulator of charitable fundraising in England, Wales and Northern Ireland. We abide by the Fundraising Code and Standards as set out by this body. We have received no complaints regarding our fundraising activities during the year.

We are incredibly grateful to the many trusts, foundations, companies, statutory organisations, parishes, and individuals who have been so generous in their support of Pact's work over the past year, including those listed below, as well as others who prefer to remain anonymous.

As ever, we thank them for the many ways in which they have shown their commitment to us, and for their encouragement and their shared understanding of the importance of our work.

Trusts and Foundations

1772 Charity (Debtors' Relief Funds Charity)

29 May 1961 Charitable Trust

Albert Hunt Trust

Austin and Hope Pilkington Trust

Barrow Cadbury Trust

BBC Children in Need

Bell Foundation

Belpech Trust

Benefact Trust

Charlotte Marshall Charitable Trust

Chetwode Foundation

Colyer-Fergusson Charitable Trust

Community of All Hallows

Community of the Glorious Ascension
David & Elizabeth Challen Trust
Edith Bessie Gibson Trust
Eleanor Rathbone Charitable Trust
Faithful Companions of Jesus
Firebird Foundation
Forest Hill Charitable Trust
Franciscan Missionaries of the Divine Motherhood
Fuellers Charitable Trust Fund
Garfield Weston Foundation
Give for Good Russell Family Charitable Trust
Hanley Trust
Highway One Trust
Hobson Charity
Inner London Magistrates Court's Poor Box Charity
Jerusalem Trust
Leigh Trust
London Catalyst Fund
London Housing Foundation
Marsh Charitable Trust
Masonic Charitable Foundation
Maurice And Hilda Laing Charitable Trust
MB Reckitt Trust
Michael and Shirley Hunt Charitable Trust
Michael Marsh Charitable Trust
Moondance Foundation
National Lottery
Order of the Friars Minor
Rayne Foundation
Sheriffs' & Recorder's Fund
Simpson Foundation
Sir Harold Hood's Charitable Trust
Sir Pierce Lacy Charity Trust
Smallwood Trust
Society of the Sacred Heart
Souter Charitable Trust
Swire Charitable Trust
Treebeard Trust
Whitaker Charitable Trust
Woodhaven Trust

Corporate Partners

B&Q Foundation
CCLA Investment Management
CGI
Clifford Chance
Croudace Homes Group
Kingsley Napley
London Stock Exchange Group
Pinsent Masons LLP
Sony Music UK
Voluntary Solidarity Fund

Key Risks

In 2024/2025, our focus was on expanding our services, embedding family services growth, and expanding into new health-focused areas. The four key risks which we are managing are as follows:

- Financial stability in the medium to long term as we seek to reach a balanced budget and grow, taking advantage of economies of scale.
- Staff recruitment and retention, which remains challenging, especially in areas where there is high competition for staff, reflecting the cost-of-living crisis and the UK shortage of labour.
- The health and safety, wellbeing and mental health of our staff, volunteers, service users, and HMPPS colleagues, within a high-pressure environment.
- The risk to data and cyber-attacks, where the environment and the threats are continuously becoming more sophisticated.

Risk register

The Trustees and Senior Leadership Team (SLT) continued to work together to maintain and review a corporate risk register that identifies the principal and significant risks facing us.

As with previous years, risks were grouped against our strategic objectives, with each SLT member responsible for the oversight of the risks in their area. All risks are reviewed by the SLT, with key organisational risks shared with the Board.

Our risk register is a living document that is part of our strategic planning pack and is reviewed twice a year and updated by the Deputy CEO and reviewed by our SLT and Board. Our risk register also forms a central part of our ISO 27001 compliance and audit and is subject to external scrutiny.

Risks are assessed by probability and impact, and we put strategies in place to minimise the likelihood of their occurrence where possible and to mitigate their impact should they occur.

We are committed to being a learning organisation, and so the Board and SLT regularly review what can be learned from the challenges we face and how we can make things work better in the future. Lessons learned are fed into our process of reviewing our policies and procedures, training, management, and recruitment practices.

Pact Futures CIC

Our wholly owned subsidiary, Pact Futures CIC (Community Interest Company), was merged into Pact on 30th June 2022, and Pact Futures has been dormant since 1st July 2022. The company has been dissolved and was struck off the register on 16 September 2025.

Structure, governance, and management

Pact is a charitable company limited by guarantee and governed by its memorandum and articles of association as amended by special resolutions dated 18 April 2000, 18 July 2012 and 17 May 2023. Pact started operating in 1898 as the Catholic Prisoners' Aid Society and was incorporated on 1 September 1939.

The Board is Pact's governing body and is responsible for establishing Pact's policies in relation to the furtherance of its charitable objectives. There are between six and 15 Trustees on the Board, and new Trustees are appointed by existing Trustees from time to time, based on a process of regular review of the capabilities and expertise of the Board and the evolving needs of the charity. Prospective Trustees are interviewed and invited to submit an application, and if this is approved at a Trustee meeting, they are initially invited to attend a Board meeting on a co-opted basis. An induction pack is provided, which, together with meeting the CEO and Chairman, visits to projects and Central Office, and background reading, form a comprehensive introduction to the charity.

The Board has a clear governance role, approving the strategy and annual budgets. Trustees ensure risk is well understood and managed, and that the charity is operating legally, that we are maximising our income, and operating in full compliance with our charitable objectives, ethos, and values. The Board appoints and delegates the delivery of the strategy and management of the operation of the charity to the CEO, who, in turn, appoints and manages the Senior Leadership Team, advises the Board, and provides direction and leadership for the staff and volunteers. The Board and CEO work in a spirit of partnership to develop strategy, review performance, and ensure that we maximise our impact for our beneficiaries, drawing on consultation with our service users, volunteers, staff, and key stakeholders.

A subcommittee of the Board, the Remuneration Committee, is responsible for setting the CEO's pay. The Remuneration Committee takes into account the responsibilities of the role and the need to set a competitive salary compared to organisations of a similar size and scope to Pact, balanced against what is affordable for Pact. The CEO is, in turn, responsible for setting the pay of other Senior Leadership Team members (Deputy Chief Executive, Director of Services, Assistant Director of Services, Director of Human Resources and Workforce Development, Director of Finance & ICT and Director of Communications). This involves maintaining a job evaluation system

to account for the responsibilities of each role and periodically carrying out external benchmarking against similar roles, using an external consultant to assist with this process where required.

A further subcommittee of the Board, the Finance and Income Generation Committee, scrutinises Pact's financial affairs, including annual budgets and reforecasts, management accounts, tax matters, investment decisions, and financial and accounting policies. The committee also liaises with the auditor and reviews the performance of Pact's external investment advisers.

During the year, the Board, with the assistance of the CEO, continued to review its governance practices, the method of appointment of officers of the Board and Trustee self-assessments. The

Board also considered succession planning within the Board, and explored how the charity's strategic development and evolution might best be supported by the mix of talents, experience, and perspectives of the Trustee body.

Statement of Trustees' responsibilities

The Trustees, who are also the Directors of Pact for the purposes of company law, are responsible for preparing the Trustees' report and accounts in accordance with applicable law and United Kingdom accounting standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare accounts for each financial year, which give a true and fair view of the state of affairs of Pact and of the incoming resources and application of resources, including the income and expenditure, of Pact for that period.

In preparing those accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (Statement of Recommended Practice);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts;
- prepare the accounts on a going concern basis unless it is inappropriate to assume that Pact will continue on that basis.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of Pact and which enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of Pact and, hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware:

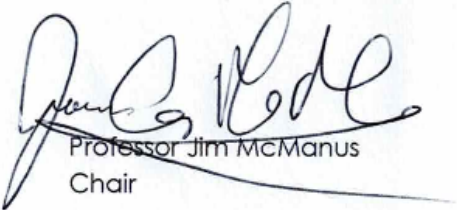
- there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Prison Advice and Care Trust (Pact)

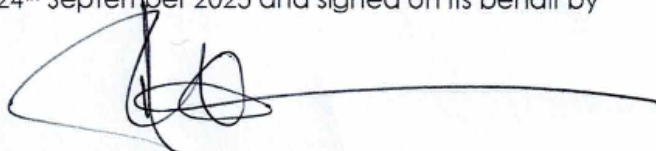
Trustees' report and accounts for the year ended 31 March 2025

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on Pact's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. In approving this Trustee Report, the Trustees are also approving the Strategic Report included herein in their capacity as Company Directors.

Approved by the Board of Trustees on 24th September 2025 and signed on its behalf by



Professor Jim McManus
Chair



Andrew Keen-Downs
Company Secretary

Independent Auditor's Report to the Members of Prison Advice and Care Trust

Opinion

We have audited the financial statements of Prison Advice Care Trust (Pact) for the year ended 31 March 2025 which comprise the Statement of Financial Activities, Balance Sheet, Statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 2025 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.

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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

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 misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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 our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept; 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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 28, 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

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which 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:

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context were General Data Protecting Regulations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of certain income streams and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Trustee Board about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals and certain income streams, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for

preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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 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 anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Janette Joyce
Senior Statutory Auditor

For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Reading

26 September 2025

Statement of financial activities for the year ended 31 March 2025

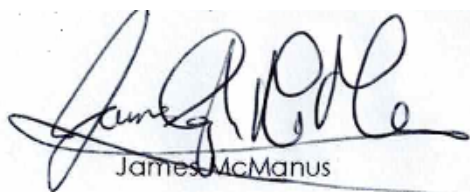
		Unrestricted	Restricted		
		Funds	Funds	Total	Total
	Note	£'000	£'000	2025	2024
				£'000	£'000
Income from:					
Donations and legacies	2	359	-	359	513
Charitable activities		7,890	1,530	9,420	9,681
Investments		19	-	19	37
Total income		8,268	1,530	9,798	10,231
Expenditure on:					
Raising funds		327	-	327	312
Charitable activities:					
Reducing re-offending by building stronger families and healthier relationships		5,179	1,169	6,348	7,421
Making prisons safer and healthier		1,668	376	2,044	2,018
Supporting people to live good lives after prison		932	210	1,142	197
Involving the people we serve and enable them to speak truth to power		195	44	239	230
Innovating and developing evidence-based practice		299	67	366	733
Total expenditure	3	8,600	1,866	10,466	10,911
Net gains/(losses) on investments	8	(5)	-	(5)	68
Net (Expenditure)		(337)	(336)	(673)	(612)
Funds brought forward at 1st April 2024		1,273	896	2,169	2,781
Funds at 31 March 2025	13	936	560	1,496	2,169

All of the above results derive from continuing activities. All gains and losses recognised in the year are included above. Full comparative figures for the year ended 31 March 2024 are shown in note 18. Notes 1 to 18 form an integral part of these accounts.

Balance sheet as at 31 March 2025

	Note	2025 £'000	2024 £'000
Fixed assets			
Tangible assets	7	-	3
Investments	8	<u>575</u>	<u>430</u>
		<u>575</u>	<u>433</u>
Current assets			
Debtors	9	1,215	1,408
Short-term deposits		1,108	1,685
Cash at bank and in hand		<u>20</u>	<u>4</u>
		<u>2,343</u>	<u>3,097</u>
Creditors: amounts falling due within one year	10	<u>1,422</u>	<u>1,361</u>
Net current assets		<u>921</u>	<u>1,736</u>
Net assets		<u>1,496</u>	<u>2,169</u>
Funds			
Unrestricted general funds		936	1,216
Unrestricted designated funds	11	-	57
Restricted Funds	12	560	896
Total charity funds	13	<u>1,496</u>	<u>2,169</u>

The accounts were approved and authorised for issue by the board of trustees on 24th September 2025 and signed on its behalf by



James McManus

Chair



Alastair Gordon

Treasurer

Company no. 00356443

The notes 1 to 18 form an integral part of these accounts.

Statement of cashflows for the year ended 31 March 2025

		2025	2024
	Note	£'000	£'000
Cashflows from operating activities	17	(430)	(751)
Cashflows from investing activities			
Interest income		19	36
Purchase of fixed asset investments		(150)	-
Sale of fixed asset investments		-	143
Cash provided by/(used in) investing		(131)	179
(Decrease) in cash and cash equivalents in the year		(561)	(572)
Cash and cash equivalents at the beginning of the year		1,689	2,261
Cash and cash equivalents at the end of the year		1,128	1,689
Analysis of Cash & Cash Equivalents			
		2025	2024
		£'000	£'000
Cash at bank		20	4
Short term deposits		1,108	1,685
		1,128	1,689
Analysis of changes in net debt			
	At 1 April 2024	Cashflows	At 31 March 2025
	£'000	£'000	£'000
Cash & cash equivalents	1,689	(561)	1,128

Notes 1 to 18 form an integral part of these accounts.

Notes to the accounts for the year ended 31 March 2025

1. Accounting policies

The principal accounting policies adopted are as follows:

1.1 Basis of accounting

The accounts 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) (SORP FRS 102), FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Companies Act 2006.

Pact meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

1.2 Going concern

The Trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern. The Trustees meet regularly to consider current and future issues that may affect the Charity, and its ability to function successfully. As a Board they have diverse skills which cover all the major areas of governance required to ensure they meet the objectives of the Charity both now and in the future.

The risks to the Charity's ability to function are considered annually within the review of the risk register and from this discussion the Trustees have concluded that the Charity should continue in operation and there is neither need nor intention to liquidate or cease its activities in the near- or long-term future. The Trustees gain confidence through the charity owning significant cash and investment resources, by managing the budgets closely and ensuring the Board has a spread of skills to provide advice.

1.3 Critical accounting judgements and estimates

In preparing these accounts, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the accounts. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Trustees consider that Pact Key areas subject to judgement and estimation are grant and contract income. Where grant and contract income has not been received in line with the entitlement to the income, the income had been deferred or accrued accordingly. There may also be performance criteria attached to the grants received which the Trustees may consider impact the establishment of entitlement to the grant.

1.4 Income

Income from donations, appeals and legacies is included in the income and expenditure account when received. Other income is credited to the income and expenditure accounts when it becomes receivable. Income is deferred only if Pact has to fulfil conditions before becoming entitled to it or if the donor has specified that it be expended in a future period.

When significant, multi-year contracts finish, Pact hold any aggregate credit balance for up to two years while all the details are discussed with the funder. Any balance of unresolved, unclarified or unclaimed monies, after a two year period are then released to the income and expenditure account.

1.5 Expenditure

Expenditure is included in the income and expenditure account on an accruals basis. Expenditure is allocated between the activities of the charities as outlined in the Trustee Annual Report. Support Costs are then allocated to the activities on the basis of salary costs of direct staff within that activity.

1. Accounting policies (continued)

1.6 Fund accounting

Unrestricted general funds are donations, appeals, legacies and other incoming resources receivable for the objects of the charity without further specified purpose laid down by FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Companies Act 2006.

Unrestricted designated funds are amounts that have been put aside at the discretion of the trustees out of unrestricted general funds for specific future purposes or projects.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management and support costs.

1.7 Tangible fixed assets and depreciation

Individual tangible fixed assets costing £1,000 or more are capitalised at cost and depreciated.

Depreciation is provided in order to write off each asset over its estimated useful life at the following rates:

Leasehold Improvements	over the life of the lease
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Office furniture and equipment	over 4 years
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1.8 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment

1.9 Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

1.10 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

1.11 Operating leases

Rentals payable under operating leases are charged to income and expenditure account as incurred.

1. Accounting policies (continued)

1.12 Pension costs

Pact participates in a group stakeholder defined contribution scheme with Scottish Widows. The pensions cost recognised in the accounts equals the contributions payable to the scheme.

1.13 Redundancy and termination costs

Pact recognises employee redundancy and termination costs in full on the date the redundancy or termination is confirmed.

1.14 Listed Investments

Investments are a form of basic financial instrument and are initially recorded at their transaction value and subsequently valued at the closing mid-market value at the Balance Sheet date. Any gain or loss on revaluation is taken to the statement of Financial Activities. Only external injections of cash and withdrawals of cash from the investment portfolio are treated as additions and disposals within Note 8.

2. Donations and legacies	2025	2024
	£'000	£'000
Donations	333	399
Legacies	26	114
	359	513

3. Total Expenditure

	Direct staff costs	Other direct costs	Support costs	Total
	£'000	£'000	£'000	£'000
Raising funds	252	66	9	327
Charitable activities				
Reducing re-offending by building stronger families and healthier relationships	5,291	860	197	6,348
Making prisons safer and healthier	1,705	275	64	2,044
Supporting people to live good lives after prison	952	155	35	1,142
Involving the people we serve and enable them to speak truth to power	199	33	7	239
Innovating and developing evidence-based practice	306	49	11	366
Total expenditure	8,705	1,438	323	10,466

3. Total expenditure (continued)

Comparative figures for the year to 31 March 2024 are as follows:

	Direct staff costs £'000	Other direct costs £'000	Support costs £'000	2024 Total £'000
Raising funds	251	45	16	312
Charitable activities				
Reducing re-offending by building stronger families and healthier relationships	5,941	1,185	295	7,421
Making prisons safer and healthier	1,646	301	71	2,018
Supporting people to live good lives after prison	160	29	8	197
Involving the people we serve and enable them to speak truth to power	187	34	9	230
Innovating and developing evidence-based practice	595	109	29	733
Total expenditure	8,780	1,703	428	10,911

2025 **2024**
£'000 **£'000**

Net income/expenditure is stated after charging:

Auditor's remuneration – audit fees	21	20
Depreciation	3	4

Support costs includes governance costs of £29,000 (2024: £28,000), including staff costs of £8,000 (2024: £8,000) and audit fees of £21,000 (2024: £20,000).

4. Staff costs

	2025 £'000	2024 £'000
Salaries	7,828	7,902
Social security costs	670	677
Pension costs	207	201
	8,705	8,780

Salaries include redundancy and termination costs of £53,000 (2024: £21,000).

4. Staff costs (continued)

The average full-time equivalent number of employees was:

	2025	2024
	No.	No.
Charitable and development	209	208
Administration and fundraising	27	24
	236	232

The average headcount was 414 for the group (2024: 382)

The number of employees who earned over £60,000 in the following range was:

	2025	2024
	No.	No.
£90,001 - £100,000	1	1
£80,001 - £90,000	1	1
£70,001 - £80,000	2	2
£60,001 - £70,000	4	3

Pension costs of **£31,000** (2024: £27,000) were incurred for these employees.

The senior leadership team over the year to 31 March 2025 had the following members:

Post	Post-holder
Chief Executive	Andrew Keen-Downs
Deputy Chief Executive	Ellen Green
Director of Finance & ICT	Suzanne Davies (retired 31.07.2025)
Director of Finance & ICT	Andrew Gray (appointed 23.06.2025)
Director of Services	Tina Parker (retired 31.03.2025)
Director of Services	Karen Lloyd (appointed 24.03.2025)
Director of Human Resources and Workforce Development	Stephanie Stevenson (resigned 14.02.2025)
Director of Communications	Nick Mann
Assistant Director of Services	Joanne Mulcahy

Remuneration and benefits paid to the senior leadership team during the year totalled **£619,000** (2024: £616,000).

5. Trustees' remuneration

No member of the board received any remuneration during the year (2024: none).

During the year, 4 trustees received reimbursement of travel expenses amounting to **£825** (2024: 4 trustees received reimbursement of £1,511).

6. Taxation

All income received by Pact comes within the exemptions as set out in section 505 of the Income and Corporation Taxes Act 1988 and Pact is therefore not subject to corporation tax.

7. Tangible fixed assets

	Leasehold improve- ments £'000	Office furniture & equipment £'000	Total £'000
Cost			
At 1 April 2024	40	0	40
Disposals	(40)	0	(40)
At 31 March 2025	-	-	-
Accumulated depreciation			
At 1 April 2024	37	-	37
Charge for year	3	-	3
Disposals	(40)	0	(40)
At 31 March 2025	-	-	-
Net book value			
At 31 March 2025	-	-	-
<i>At 31 March 2024</i>	<i>3</i>	<i>-</i>	<i>3</i>

8. Investments

	At 1 April 2024 £'000	Acquisition £'000	Net gains/ (losses) £'000	At 31 March 2025 £'000
Dormant Subsidiary	1	-	-	1
Listed investments	429	150	(5)	574
	<u>430</u>	<u>150</u>	<u>(5)</u>	<u>575</u>

At the year end the following investments represented more than 5% of the total investments

	2025 £'000	2024 £'000
CCLA Catholic Investment Acc Class 2	418	429
CCLA Deposit Fund Acc	156	-
	<u>574</u>	<u>429</u>

8. Investments (cont)

Pact Futures Community Interest Company (CIC) is a wholly-owned subsidiary of Pact, company number 9248698.

Balance sheet of Pact Futures CIC at 31st March

	2025	2024
	£'000	£'000
Total assets	1	1
Total liabilities	-	-
	<u>1</u>	<u>1</u>

9. Debtors

	2025	2024
	£'000	£'000
Trade debtors	867	734
Prepayments and accrued income	348	674
	<u>1,215</u>	<u>1,408</u>

10. Creditors: amounts falling due within one year

	2025	2024
	£'000	£'000
Trade creditors	109	254
Social security & other taxes	239	240
Other creditors	36	37
Accruals	237	230
Deferred income	801	600
	<u>1,422</u>	<u>1,361</u>

The movement on deferred income relates to contracts for services to be provided on or after 1 April 2025, as follows:

	2025	2024
	£'000	£'000
At 1 April 2024	600	779
Released during the year	(323)	(574)
Deferred during the year	524	395
At 31 March 2025	<u>801</u>	<u>600</u>

11. Unrestricted designated funds

The charity's funds include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	At 1 Apr 2024	Funds spent	Transfer (to) unrestricted general funds	At 31 Mar 2025
	£'000	£'000	£'000	£'000
Fixed asset reserve	3	-	(3)	-
Development fund	54	-	(54)	-
	<u>57</u>	<u>-</u>	<u>(57)</u>	<u>-</u>

The *fixed asset reserve* represented the value of reserves attributable to tangible fixed assets and has been set up to assist in identifying those funds that are not part of free reserves.

The *development fund* was designated to invest in sustaining the quality of services delivered and providing the foundations of the next stages of Pact's growth. This is being achieved by prudently investing in infrastructure to free up frontline practitioners to do what they do best in supporting prisoners and their families, which includes increased staff support on health and safety, data protection and human resources as well as finance system improvements. The funds have now been fully utilised in line with our corporate development plan to improve our efficiencies

12. Restricted funds

	At 1 Apr 2024	Income	Costs	At 31 Mar 2025
	£'000	£'000	£'000	£'000
Early intervention support for families (1)	22	13	35	-
Supporting families affected by imprisonment (2)	144	439	385	198
Supporting children and young people affected by imprisonment (3)	183	166	192	157
Providing groupwork and learning opportunities (4)	25	30	46	9
Supporting volunteering (5)	35	27	56	6
Furthering rehabilitation in prisons and communities (6)	240	370	511	99
Providing welfare grants (7)	94	112	150	56
Supporting resettlement (8)	153	373	491	35
	<u>896</u>	<u>1,530</u>	<u>1,866</u>	<u>560</u>

12. Restricted funds (continued)

Notes

1 Early intervention support for families covers our programmes supporting prisoners' families from the first and critical stages of their involvement with the criminal justice system. During the year these included our Courts Service in Swansea, and our Courts service in London funded by the Inner London Magistrates Court's Poor Box Charity and the Redbreast Trust.

2 Supporting families affected by imprisonment covers our programmes helping families to cope practically and emotionally with the devastating impact of the arrest and imprisonment of a loved one and to increase awareness of how the criminal justice system affects lives, families and communities. These include:

- i. *National Family Services (also known as "Hand in Hand")*: a befriending, peer support and casework programme funded by the Highway One Trust and The 29th May 1961 Charitable Trust.
- ii. *Prisoners Families Helpline Grant*: providing a 7 day per week helpline to family members and those impacted by the Criminal Justice System with corresponding website.
- iii. *Safer Custody Grant*: additional funding (as part of the PFH grant) to roll out the work from the HMPPS Innovation Grant to ensure all prison Safer Custody Teams receive training on logging and reporting family contact and setting up the web portal on the Prisoners Families Helpline to enable contact forms to be submitted to all prisons across England and Wales.
- iv. *Listen to Families Patient and Public Voice*: providing an opportunity for family members across London to feedback on their experiences of prison healthcare and to make recommendations to NHSE London and their providers on changes that would make family involvement easier.
- v. *Families' Forum Plus*: a major five-year project to support families in south Wales during proceedings at Swansea Court, to stay in touch with their loved ones in prison, reduce re-offending, and support children to stay in touch with their fathers in HMP Swansea, funded by National Lottery People & Places.
- vi. *Side by Side*: creating a plan to put family and relationships at the heart of criminal justice in Kent, funded by the Colyer-Fergusson Charitable Trust.
- vii. *Families Forums - East Midlands*: a three-year project to amplify the voices of prisoners' families and drive systems change to keep families together and reduce reoffending, funded by Sony Music
- viii. *Families Matter Yorkshire*: strengthening community amongst prisoners' families at HMPs Moorland and Lindholme, funded by National Lottery Awards for All.

12. Restricted funds (continued)

3 Supporting children and young people affected by imprisonment covers our programmes that increase awareness of, address, and mitigate the harmful effect of familial imprisonment on young lives and help break cycles of intergenerational offending. These include:

- i. *Time for Play at HMP Nottingham*: funded by BBC Children in Need, the Chetwode Foundation, the Whitaker Charitable Trust and the Sisters of St Joseph of Peace.
- ii. *Family Space*: creating a vibrant new prisoners', children's and families' hub inside HMP Wormwood Scrubs, funded by John Lyon's Charity.
- iii. *Family Play at HMP Send*: funded by the Woodhaven Trust.
- iv. *Dealt an Ace at HMYOI Brinsford*: piloting a specialist trauma-informed casework service for young men in custody, funded by the Barrow Cadbury Trust, Sir Halley Stewart Trust, Rayne Foundation, Eveson Trust, and others.
- v. *Family Play at HMP Onley*: funded by The Florence Turner Trust.
- vi. *Family Time at 8 prisons across the female estate*: funded by the Eleanor Rathbone Charitable Trust.
- vii. *Family Time at HMPs Onley, Leicester, Ranby, Moorland, Hatfield, New Hall, The Mount, Bullingdon, Bristol, Dartmoor, Birmingham and Lewes*: funded by the London Stock Exchange Group.
- viii. *Family Time at HMPs Drake Hall and Stoke Heath*: funded by the Rowlands Trust and the Grail Society.
- ix. *Family Time at HMP Belmarsh*: funded by the B&Q Foundation.
- x. *Operation Elf*: Pact's annual campaign supporting prisoners to give a Christmas gift to their child, funded by the Sheriffs and Recorder's Fund and CGI.
- xi. *Children and Young People Quality and Development Manager*: developing services for children and young people impacted by imprisonment, funded by the Community of All Hallows, the Swire Charitable Trust and the Firebird Foundation.
- xii. *Reach Out*: a programme supporting children and young people affected by imprisonment at HMP Swansea and in South Wales, funded by the Moondance Foundation, National Lottery Awards for All Wales and the Masonic Charitable Foundation.

4 Providing group work and learning opportunities covers our programmes offering structured, accredited education across family & relationships, social and emotional health, and more. This includes:

- i. *Building Bridges*: a project improving support and learning opportunities for prisoners that speak English as an additional language, funded by the Bell Foundation.

12. Restricted funds (continued)

5 Supporting volunteering covers our programmes creating opportunities for individuals, churches and parishes to engage with volunteering opportunities at Pact and support those affected by imprisonment. These include:

- i. *JustPeople*: a church and parish volunteering development project funded by the Maurice & Hilda Laing Trust, the Jerusalem Trust, the Benefact Trust, the Sisters of the Holy Cross Charitable Trust and the MB Reckitt Trust.
- ii. *Annual Volunteer Awards*: funded by the Marsh Charitable Trust, CCLA, Pinsent Masons and the Voluntary Solidarity Fund.

6 Furthering rehabilitation in prisons and communities covers our programmes providing personalised integrated rehabilitation and resettlement support to prisoners and their families, helping them to make a fresh start together. These include:

- i. *Routes2Change*: Supporting systems change through the rollout of the Routes2Change triage model across the prison estate and embedding the volunteer Visitors Scheme for people in prison with no visitors.
- ii. *Emotional Resilience Preston (Settling into Prison)*: providing an emotional resilience course and peer support to men when they arrive in prison.
- iii. *Christian Justice Convening*: presenting the united views of Christian Leaders on changes needed within the Justice System in order to support the rehabilitation of prisoners and strengthen family ties, funded by the Jerusalem Trust.

7 Providing welfare grants covers emergency support for prison leavers and their families to alleviate the devastating effects of poverty. This includes:

- i. *Welfare Fund for Kent*: funded by the Colyer-Fergusson Charitable Trust.
- ii. *Welfare Fund for Women*: funded by the Smallwood Trust.
- iii. *Welfare Fund for London*: funded by the Vintners' Company, and London Catalyst.
- iv. *National Welfare Fund*: funded by the Leigh Trust, the Albert Hunt Trust, the Austin and Hope Pilkington Charitable Trust, the 1772 Charity, the Passionists, Hobson Charity and the Souter Charitable Trust.
- v. *Welfare Fund for HMP Send*: funded by the Woodhaven Trust.

12. Restricted funds (continued)

8 Supporting resettlement covers programmes that provide holistic support to prison leavers in the critical days and months after they are released to aid their successful resettlement. This includes:

- i. *Journeys to Freedom*: supporting the resettlement of women leaving prison in London and Kent, funded by London Housing Foundation, the Lawson Trust and the Treebeard Trust.
- ii. *New Beginnings*: supporting women leaving HMP Styal to make a fresh start, funded by Cheshire Community Foundation.
- iii. *Family Resettlement Workers*: supporting women across 9 prisons (Downview, Bronzefield, Eastwood Park, Drake Hall, Foston Hall, New Hall and Low Newton as subcontracted provision to Nepacs) with their relationships with their children and families 3 months pre-release and at least 2 weeks post release.

Full comparative figures for the year ended 31 March 2024 are as follows.

	At 1 Apr 2023	Income	Costs	At 31 Mar 2024
	£'000	£'000	£'000	£'000
Early intervention support for families	38	30	46	22
Supporting families affected by imprisonment	98	413	367	144
Supporting children and young people affected by imprisonment	379	333	529	183
Providing groupwork and learning opportunities	34	30	39	25
Supporting volunteering	125	48	138	35
Furthering rehabilitation in prisons and communities	686	324	770	240
Providing welfare grants	57	116	79	94
Supporting resettlement	58	386	291	153
	<u>1,475</u>	<u>1,680</u>	<u>2,259</u>	<u>896</u>

13. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 March 2025 are represented by:			
Fixed assets	575	-	575
Current assets	1,783	560	2,343
Current liabilities	(1,422)	-	(1,422)
Long-term liabilities	-	-	-
Net assets	936	560	1,496
Comparative figures as at 31 March 2024 are as follows:			
Fixed assets	433	-	433
Current assets	2,201	896	3,097
Current liabilities	(1,361)	-	(1,361)
Long-term liabilities	0	-	0
Net assets	1,273	896	2,169

14. Financial and other commitments

As at 31 March 2025, Pact had total commitments under operating leases as follows:

	Property £'000	Other £'000	Total £'000
Due within one year	16	5	21
Due within two to five years	0	1	1
Total	16	6	22
Comparative figures as at 31 March 2024 are as follows:			
Due within one year	88	2	90
Due within two to five years	15	0	15
Total	103	2	105

15. Share capital

Pact is a company limited by guarantee and has no share capital. Every member of the company guarantees to contribute a maximum of £10 on winding up, up to one year after ceasing to be a member.

The number of members as at 31 March 2025 was 11 (2024: 12).

16. Related party transactions

Aggregate donations received from Trustees were £3,440 (2024 £1,940). There were no further related party transactions during the current or preceding year.

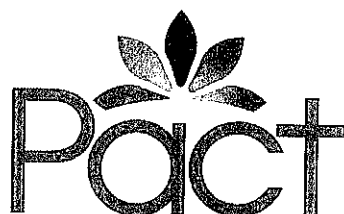
17. Reconciliation of net income to net cash inflow from operating activities

	2025	2024
	£'000	£'000
Net expenditure for the year	(674)	(611)
Add back depreciation charge	3	4
(Gains)/losses on investments	5	(68)
Deduct interest income shown as investing activities	(19)	(37)
Decrease in debtors	193	13
(Decrease)/ increase in creditors	61	(52)
	(430)	(751)

18. Comparative statement of financial activities (2023/2024)

	Unrestricted Funds £'000	Restricted Funds £'000	Total £'000
Income from:			
Donations and legacies	513	-	513
Charitable activities	8,001	1,680	9,681
Investments	37	-	37
Total income	8,551	1,680	10,231
Expenditure on:			
Raising funds	312	-	312
Reducing re-offending by building stronger families and healthier relationships	5,825	1,596	7,421
Making prisons safer and healthier	1,604	414	2,018
Supporting people to live good lives after prison	155	42	197
Involving the people we serve and enable them to speak truth to power	181	49	230
Innovating and developing evidence-based practice	575	158	733
Total expenditure	8,651	2,259	10,911
Net gains on investments	68	-	68
Net (expenditure)	(33)	(579)	(611)
Funds brought forward at 1 April 2023	1,306	1,475	2,781
Funds at 31 March 2024	1,273	896	2,170

Accounts



Prisoners · Families · Communities
A Fresh Start Together

Prison Advice and Care Trust (Pact)
Trustees' report and accounts
for the year ended 31 March 2024

A registered charity and company limited by guarantee

Charity registration number 219278

Company registration number 356443

www.prisonadvice.org.uk



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Reference and Administrative Details

President

His Eminence Cardinal Vincent Nichols

Vice President

Archbishop John Wilson

Trustees and directors

Steven Bradford

Helen Clayton-Hoar (appointed 24.07.2024)

Alastair Gordon, honorary treasurer

Paula Harriott

Caroline Hattersley (appointed 17.05.2023)

James Horsted (appointed vice chair
17.05.2023)

Thomas Leman

Sarah Mann

Professor James McManus (appointed
28.02.2024, appointed chair 28.02.2024)

Cleo Metcalf

Carolyn Robertson

Kuljit Sandhu (appointed 20.09.2023)

Nick Smart (resigned 17.05.2023)

Phil Taylor OBE, chair (resigned 22.05.2024)

Chief executive and company secretary

Andrew Keen-Downs

Deputy chief executive

Ellen Green

Trading name

Pact

Charity number

219278

Company number

356443

Registered office

29 Peckham Road, London, SE5
8UA

Solicitors

BDB Pitmans

50 Broadway, London, SW1H 0BL

Auditor

Crowe

R+ Building, 2 Blagrove Street
Reading, RG1 1AZ

Bankers

NatWest

1st Floor, 440 Strand

London WC2R 0QS

CAF Bank

25 Kings Hill Avenue, Kings Hill,
West Malling, ME19 4JQ

Report from the CEO – looking back to 2023/34

It has been another busy year for Pact. We have continued to focus on delivering the best services we can, working within the system, and in the gaps between systems, to enable people to cope, to have hope, and to live good lives. But that hasn't stopped us from innovating and testing out better ways of working.

We have continued to support men and women in prison, and their children and families, to maintain their family bonds. We are grateful to HMPPS who commission us to deliver these 'Family & Significant Other' Services in more than 60 prisons across England and Wales. As well as running visits and delivering casework with the men and women in prison, we have been broadening the services that we provide. We are now for example trialling 'Family Resettlement Workers' in women's prisons. We have also rolled out 'Family Forums', ensuring that the people who use our services get to shape their development and delivery.

As the current round of Creating Future Opportunities contracts comes to an end, it is worth reflecting on the significant successes of Pact's work in this area. This programme has seen Pact providing personalised support in custody to the most disadvantaged men in prison to support them towards future employment goals and successful rehabilitation, we have also provided one to one through the gate mentoring support. All of this work has been part of effective multi agency partnerships working alongside other voluntary sector partners. The MoJ Justice Data Lab published analysis of the programme which showed that when delivered in custody and community ('through the gate'), the intervention reduced re-offending by 8%. We are proud to have contributed to enabling so many people to turn their lives around.

Our innovative grant-funded projects have continued to forge new pathways for people in the criminal justice system. Our flagship *Routes2Change* project in HMPs Brixton and Isis has demonstrated the benefits of placing family and healthy relationships at the heart of prison regimes. We also sought to spread the benefits of what we have learnt on the project, holding four regional events for over a hundred HMPPS colleagues and partner organisations across England and Wales.

An independent evaluation of our *Together a Chance* project, which employs social workers to support mothers in two prisons, concluded that there was '*clear and incontrovertible evidence*' of the need for the scheme to be rolled out more widely. Our work to support children with a parent in prison has also gone from strength-to-strength – a new toolkit to support teachers working with children affected by parental imprisonment has been launched and already requested by over 400 schools and teachers.

Our work to develop our offering to healthcare services continues to develop. Our *Listen to Families* project seeks to give families and carers greater influence in the healthcare of their loved ones in prison and has expanded beyond London to a number of prisons in the Southeast. In a similar vein, this year our work to improve the delivery of prison Safer Custody came to a conclusion. The project has created the first ever comprehensive and nationally consistent

mechanism for prisoners' families to share concerns directly with prison safer custody teams, via the Prisoners Families Helpline website.

Crucially, we have also published a three-year business strategy, setting out the five areas on which we need to focus to ensure that Pact continues to grow in a sustainable way. Our costs have risen dramatically as we sought to protect our staff from record levels of inflation. Whilst demands for our charitably funded services leave us stretched, we have developed a strategy which seeks to enable us to continue to grow in a financially sustainable way and to provide ever greater numbers of people with the crucial services that they need.

I want to thank everyone who has supported us this year, your kindness, encouragement and generosity have made our work possible. I also want to thank all of our friends and partners in HMPPS, the NHS, health providers, chaplaincy, businesses, and the voluntary sector. My final word must be to thank our dedicated staff and volunteers, whose professionalism, dedication and compassion never ceases to amaze me. We are particularly proud this year to have been awarded the 'Investing in Volunteers' quality standard for good practice in volunteer management. We will continue to invest in our people as we continue to fulfil our charitable mission.

Report from the Chairman – looking ahead to 24/25

It was an honour to take over as Chair of Pact in May 2024 and I would like to start by paying tribute to my predecessor, Phil Taylor. Over the last decade, he has steered Pact through a period of significant change and growth. The charity would not be where it is today without his long-standing service and dedication.

Whilst there are many exciting opportunities on the horizon for Pact in the year ahead, the turbulence that has affected the criminal justice system shows little signs of abating. The prison capacity crisis is stretching the system to its limits and a steady drip of deeply worrying inspection reports regularly reveal too many prisons in which conditions are unacceptable.

This worrying backdrop serves to highlight why prisoners, and their families need the support of charities like Pact more than ever. The new Government has its work cut out to get through the immediate crisis and create a sustainable justice system in the longer-term that works for everyone.

It was the voluntary sector and the Church that pioneered many of the things we take for granted today – the Probation Service, Through the Gate services, prison employment and education programmes. Today, there are a whole range of charities in the criminal justice system whose staff have many decades of professional experience. At Pact, our charitable ethos, mission and values remain at the core of who we are and what we do.

Speaking as someone with more than three decades experience in the world of public health, I am passionate about the role that families and carers can play in helping to improve health outcomes for people in prison. We will continue to focus on this area in the year ahead as we seek

to support ever greater numbers of service users to stay safe and healthy during their time in prison.

In a speech earlier in the year, the Prime Minister said that charities' voices had been ignored for too long and pledged to reset the relationship between the Government and charities. We, along with our partners in the Third sector, are on hand to support the Government through the crisis and towards a criminal justice system that delivers for everyone.

Board of Trustees' Report

The Board of Trustees (the Board) presents its report incorporating the directors' report, the Strategic Report for the purposes of the Companies Act and the audited consolidated accounts of Prison Advice and Care Trust (Pact), for the year ended 31 March 2024.

Objectives and activities

Pact's purpose

Pact's stated objectives are:

- To provide advice, information and support to people who are suffering or have suffered a legal restriction on their liberty in any penal or correctional institution.
- To provide advice, information and support to families and children of those people who are suffering or have suffered a legal restriction on their liberty in any penal or correctional institution.
- To work for the relief of poverty and sickness, and the advancement of education and training for prisoners, people with convictions, and their families and children.

What we do

Pact is a pioneering national charity that supports prisoners, people with convictions, and their children and families. We provide caring and life-changing services at every stage of the criminal justice process: in court, in prison, on release, and in the community.

Pact's vision is of a society in which justice is understood as a process of restoration and healing, in which prisons are used sparingly and as places of learning and rehabilitation, and in which the innate dignity and worth of every human being is valued. We work for the common good of Society, taking a public health-based approach. We work at the intersection of criminal justice, child and family welfare, mental health, wellbeing provision and health and social care.

Our volunteers and staff can be found in courts, prisons, probation services, and in communities across England and Wales. We are a diverse, inclusive, modern, and collaborative charity. We build effective partnerships and sustainable solutions based on our well-established understanding of the systems in which we work, and on our historic values and ethos developed through our 120+ years of service delivery.

Values and mission

Our mission is to support prisoners and their families to make a fresh start and to minimise the harm that can be caused by imprisonment on people with convictions, on children, families and on communities.

Our values are:

- **Believe:** to respect the innate dignity and worth of every human being and believe in the possibility of their rehabilitation and redemption, no matter what they have done.
- **Listen:** to consult and involve users of our services to ensure that we remain responsive and sensitive to their needs.
- **Respect:** to respect and value diversity and promote equality of opportunity.
- **Co-operate:** to be a collaborative organisation, working cooperatively and in a spirit of partnership with Her Majesty's Prison and Probation Service (HMPPS) and organisations with whom we share objectives and where this may result in improved outcomes.
- **Learn:** to be a learning organisation, committed to developing our people, and to learning from others and from each other.
- **Excel:** to provide quality services, and to monitor and evaluate our work.
- **Involve:** to encourage and facilitate the involvement of volunteers and community and faith-based organisations to harness the goodwill, skills and energies of individuals who share our goals and values.
- **Connect:** to break down barriers between the prison system and communities.
- **Create:** to be innovative and develop models of working and best practice which may be mainstreamed by HMPPS and others.

Strategy and vision

In 2023/24, we enhanced our Routes to Change strategy to build a three-year corporate plan. The five goals of the vision, to build and support Pact as a growing organisation, are as follows:-

1. To understand and articulate our impact.

We need to focus on measuring the impact of our work and articulating how we are helping people to lead better lives.

We will seek to:

- Work with service users, academics, staff and volunteers to create a 'Theory of Change' for Pact that articulates more clearly how we help people to lead good lives.
- Continue to build evaluation into our work to demonstrate in a clear and compelling way the impact of our services.

2. To be financially sustainable enabling us to continue our role as an independent innovator

If we are to continue to provide excellent and innovative services, we must remain financially sustainable.

We will seek to:

- Grow our unrestricted income – charitable donations that can be used to support our core operating costs and unfunded charitable activities.
- Win work in new sectors in line with our charitable objects and mission.
- Introduce new financial rules to ensure we live within our means and are tracking our performance;
- Cover a greater % of our central 'core' costs (eg HR, Finance, Comms) from money raised through grants and contracts

3. To ensure we are a representative organisation in the broadest sense and that we enable these voices to be heard

We are committed to representing and involving service users and to providing them with the support they need to make their voices heard.

We will seek to:

- Deliver our Lived Experience Involvement Action Plan, providing staff with the guidance and tools to deliver excellent Service User Involvement at a local level.
- Ensure that our workforce reflects the diversity of our service users and employ more people with lived experience of the criminal justice system

4. To improve workforce stability by reducing voluntary staff turnover as well as increasing volunteering and peer worker hours.

We need a well-trained, stable workforce and to continue to attract volunteers and peer workers.

We will seek to:

- Establish a new induction programme for new staff; a training and induction programme for frontline managers; and increase training opportunities for senior managers;
- Ensure that all staff receive an annual appraisal and regular supervision;
- Launch and roll out a new Peer Worker Toolkit.

5. To make our systems and processes more effective to reduce duplication and improve cost effectiveness

Our substantial growth over the last few years means that some of our internal systems and processes are no longer fit for purpose.

We will seek to:

- Review our internal administrative processes so staff spend less time on form-filling and other manual processes.

Our activities

Pact provides support to prisoners, people with convictions, and their children and families at every stage of the criminal justice process: in court, in prison, on release, and in the community. Our services and activities include:

- prison-based family casework
- personalised casework support
- prison-based social work in two women's prisons
- prison family and visitors' centres
- prison- and community-based relationship and parenting education
- 'through the gate' mentoring and befriending programmes
- children's play services in prison settings
- refreshment services
- arts and educational initiatives
- managing the national Prisoners' Families Helpline & Website under contract to HMPPS
- a free, confidential befriending service for prisoners' families
- peer support groups for prisoners' family members
- support for defendants' families in court
- discretionary welfare grants for individuals in need
- Free resources for teachers, social workers, police and other professionals

We also support practitioners through providing training and advice, and we inform and advise policy and decision-makers. We continue to innovate and test out new approaches and ways of achieving the best possible outcomes.

Our work is broken down into five key areas:

- 1. Reducing re-offending by building stronger families and healthier relationship**
- 2. Making prisons safer and healthier**
- 3. Supporting people live good lives after prison.**

4. Involving the people we serve and enabling them to speak truth to power 5. Innovation and developing evidence-based practice. Public benefit statement

All the activities described further Pact's purposes for the public benefit and the Trustees consider they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

Performance and achievements

2023/2024 saw Pact make a difference to more lives than ever before, as we increased the number of services and projects, continued to test new ideas and approaches, and strengthened our work to ensure that everything we do is informed by the lived experiences of the people we serve.

Family and Significant Other Services

In 2023/4, Pact continued to deliver 'Family & Significant Other services under contracts with HMPPS at 62 prisons. This work represents just under half of all of our service delivery. We assisted a total of 485,417 visitors through Pact Prison Visitors Centres during the year, of whom 251,305 were women, 136,345 were men, and 97,767 were children. We began new casework support with 2,139 prisoners as part of these services, and together with those already on our caseloads, we recorded 10,094 positive outcomes, with prisoners recording improvements in their Family Relationships (3153), Attitudes Thinking and Behaviour (1383) and Mental Health (1248). Through the use of Pact 'Relationship Radars', we recorded a 17% average change in outcomes. 93% of prisoners said that Pact casework support had made things slightly or significantly better for them. 96% of prisoners who took part in Pact family days were either slightly or completely satisfied. We also conducted qualitative surveys with families who used our services to visit loved ones. 88% of families were either slightly or completely satisfied with the support they received. During the year, we introduced 'Family Forums' to bring families together with one another, with our staff, and with prison governors. This was part of our Service User Involvement/Lived Experience strategy work which is going from strength to strength. At the end of the year, we provided all Pact staff with a new Service User Involvement Toolkit and began a national training programme to ensure that all our services are informed and shaped by the people we serve.

Criminal Justice Healthcare

We continued to develop our programme of work to support prison healthcare providers and to give prisoners' families a voice. Thanks to a groundbreaking NHS-supported project in London, we interviewed over 1,000 people who had a loved one in prison and shared their insights with our commissioning partners at NHS London, and with the three prison healthcare providers in the capital. As the year drew to a close, agreement was being reached on a new 'Carers' Charter'. Our ambition is that prison healthcare providers will adopt this as a set of clear expectations regarding the way they work with prisoners' families. This work goes from strength to strength. At HMP Wandsworth, agreement was reached with Oxleas NHS Trust to pilot a Pact Link Worker within their healthcare team. Our aim with all of this work is to improve the health, wellbeing and safety of people in prison, through facilitating constructive engagement with those people who know them best, their families and significant others.

Groupwork & Interventions

Working in prisons and in the community, Pact has developed a curriculum of group-work and one-to-one structured interventions. The focus of our educational programmes is on enabling people to develop their life skills, to live good lives after release. During the year 896 people took part in 183 courses. These ranged from courses to support people to prepare for life after release, to courses that are focused on inter-personal communication skills, parenting, or setting and achieving personal life goals. We are delighted to report that we achieve a 98% completion rate for our courses, and a 95% service user satisfaction rate.

Creating Future Opportunities

The Government funded programme that was originally matched with European Social Fund funding, with HMPPS as a 'Co-Financing Organisation' (CFO), has now been re-badged 'Creating

Future Opportunities' (CFO). The programme has been evaluated by the Ministry of Justice Data Lab as achieving an 8% reduction in re-offending, when delivered both in custody and 'through the gate' into community. We are very proud of our team's contribution to this success.

During the year, we enrolled 963 men on to the programme, who completed 2995 'core activities' and 843 'supportive measures'.

Probation

Probation services continue to run well, and strong relationships are in place within the supply chains in which we operate.

Whilst referral levels continue to be lower than anticipated we are able to provide a high-quality service that is tailored to meet service user needs with the teams involved in the Operational Assistance and Assurance Group (OSAG) audits.

Nationally, market engagement events are starting to commence for the new rounds of contracting from 2024.

Restricted Funding

Pact runs a range of innovative programmes via Government, Corporates and Trust & Foundations grants. Particular examples include:

- Routes 2 Change: developing a model of good practice for different aspects of family and relationship focused programmes to support system change in the way that families are viewed. We supported 431 men and their families during the year.
- Prisoners Families Helpline and Communications Gateway: Just under 33,000 family members were assisted via the helpline during the year, and another 5404 contacted us for support via email. Once again, we supported many family members who were desperately worried about the safety of their loved ones inside, we escalated 1,314 urgent safeguarding concerns, many involving immediate risk to life. As with all our staff and volunteers, we are enormously grateful for our helpline team. Volunteers gave 3,821 hours of service to the helpline.
- Together a Chance: we were proud to receive the final evaluation of our Women's Prison Social Worker pilot (the 'Together A Chance' project). The evaluation gave an unequivocal recommendation of the impact of the service. We continue to encourage the Ministry of Justice to roll out the service across the women's prisons. This year, Pact Social Workers provided intensive support to 140 women, 42 children and 54 carers. We also trained 241 social workers, teachers and probation staff.
<https://www.prisonadvice.org.uk/latest/reports/>
- Visiting Mum: We continued to support children who might not otherwise have the opportunity to visit their mums in prison. 50 additional families were supported this year to have positive, child-friendly prison visits.
- Dealt An ACE: ACE stands for 'Adverse Childhood Experiences'. At HMP/YOI Brinsford, we continued to provide trauma-informed casework support to young men who have experienced childhood trauma, working with 91 new cases in the year.

- Journeys to Freedom: In London and Kent, this small but high intensity support project enabled 17 women prison leavers to secure accommodation, employment or other legal income, and re-connect with their families.
- Thanks to a number of generous funders, Pact is able to provide small welfare grants, on a rapid response basis, to prison leavers, and to prisoners' children and families who are struggling. During the year, we made 408 welfare grants, spending a total of over £85,000. Our analysis shows that 178 children directly benefitted, and a further 207 children benefitted indirectly due to our supporting their parent or carer. We have seen a three-year growth in the number of children who are benefitting from the grants programme. The primary reasons for grants being made were 'leaving custody/immediate poverty', and 'family poverty'. We also made grants for prisoners' children's needs, to support prisoners 'release on temporary licence', to reduce the risk of immediate homelessness, and to support people suffering poor mental health. The average grant was for £200. No cash grants were made, as we either provided vouchers or purchased items directly. The most common items included food and clothing but have also included items such as microwaves and fridges, beds, mobile phones, laptops and even a bicycle. Importantly, grants were always accompanied by advice & guidance, to support people to address some of the underlying issues. We are enormously grateful to the charitable trusts, religious orders, livery companies, and individual donors, who make this scheme possible. The new Government's announcement in July 2024 that there will be an increase in early releases in order to reduce the crisis in the prison population will inevitably put even greater pressure on our emergency grants scheme, and we will continue to seek support to respond to growing demand.

We would like to register our gratitude to the members of the Catholic Women's League, who have provided pre-filled 'back packs' for prison leavers, with essential basic items for the first few weeks after release.

Befriending & resettlement support

One of our most in-demand charitable services is quite simply someone to listen. Someone who will be at the end of a phone or a zoom call, who will absorb the pain and difficulty a prisoners' family member or prison leaver is experiencing, and who when invited, will provide sound, non-judgmental advice and guidance. Pact Volunteer 'Befrienders' supported 78 people during the year – most of whom are women with a loved one in prison. Our volunteers also facilitated peer support groups for 47 people. This is an informal, purely charitable service, but it is much more than 'tea and sympathy'. Of those we supported, 57 reported improvements in health/mental

health. 64% reported improved resilience/coping strategies. 62% said that they had better support networks to assist in their loved one's release from prison.

Court Service

Pact volunteers are not only found in prisons and on the phone. They can also be found in court. Pact's court service volunteers supported 101 people during the year. The service is limited to London and parts of Wales, but we believe all courts should have it. It means that families of defendants are fast tracked to Pact's support services and can access support to enable them to understand what's happening during trials and hearings.

Our Volunteers

We are delighted to share that this year, Pact secured the prestigious 'Investing in Volunteers' quality standard, evidencing our commitment to ensuring that people who volunteer for us receive the best possible support. Pact volunteers undergo rigorous vetting, and receive a standardized pre-deployment training programme, together with ongoing support from staff in the workplace. This year, volunteers (including students on placement and prisoner peer workers) generously gave us 72,911 hours of their precious time (up from 46,021 in the previous year). If we were to calculate this on a living wage basis, it would equate to approximately £750,000 of donated time. They made a huge difference to the lives of thousands of people. We cannot thank them enough.

Faith & Community

As a Catholic charity, Pact benefits enormously from the support of parishes and religious communities across the whole of England and Wales. Their generosity and encouragement is vital to our sustainability. This year we benefitted from a record response to our Prisoners Sunday appeal. Over 50 new volunteers joined Pact as 'Parish Reps', acting as our link into local parishes. The Catholic Women's League adopted Pact as their charity of choice, and provided hundreds of back packs filled with essential items for men and women who would otherwise leave prison with nothing. Some parishes organized pilgrimages to prisons. The Holy Father, Pope Francis, blessed a picture of Mary for the prisoners of England and Wales. In so many ways, through prayer, through action, and through generosity, the Catholic community and wider Christian community, showed solidarity with Pact. We thank them all. *'I was in prison, and you visited me.'*

Looking to the future

We continue to enjoy fruitful relationships with philanthropic foundations, parishes, individual supporters, and corporate partners, which enable us to continue to innovate and test out new ideas, while simultaneously providing basic caring services that respond to the immediate emergencies facing people who are on the very margins of society.

We also continue to be a 'critical friend' to HM Prison and Probation Service and other key partners, offering engagement with prisoners' families, ideas and solutions.

Thanks to all of you, and our inspiring staff and volunteers, in spite of all the many and well-known challenges, we look to the future with renewed determination and confidence that we can deliver even more – both for the individuals and families we serve, and for society as a whole.

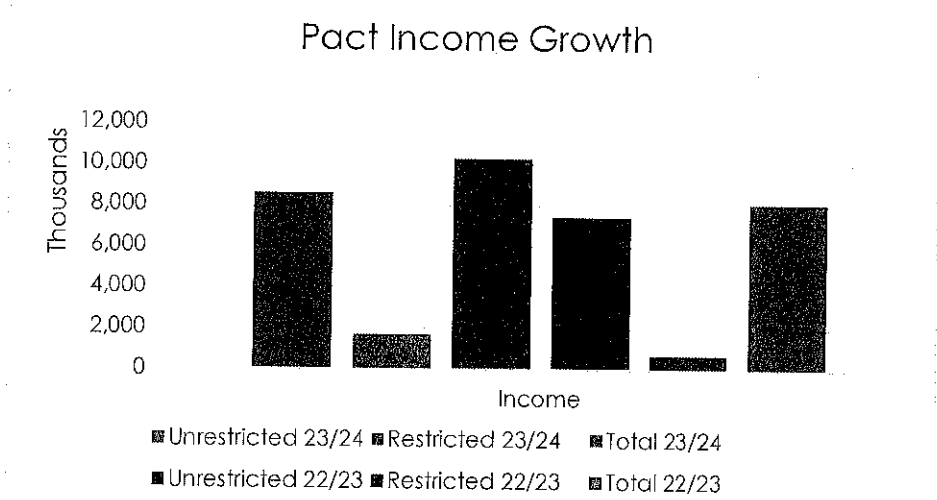
We work in what many describe as a 'broken' system. Prisons are full, and every aspect of the criminal justice system is over stretched and under resourced.

We also continue to be blessed by the kindness and encouragement of the Church and of so many faith communities and people of faith who share our sense of mission, and our understanding of the Gospel call to action 'I was in prison, and you visited me'.

As we mark 125 years of service to the common good, we thank all our friends and partners, and look forward to the year ahead!

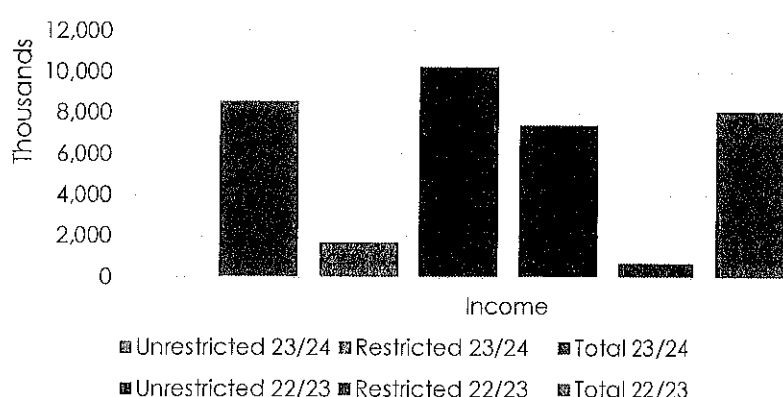
Financial Review

Income for the year totalled £10,231,000 (2023: £8,089,000), which comprised of unrestricted income of £8,551,000 (2023: £7,405,000) and restricted income of £1,680,000 (2023: £684,000). Hence, income has increased in both unrestricted and restricted categories.



Expenditure totalled £10,911,000 (2023: £9,462,000) which comprised of unrestricted expenditure of £8,652,000 (2023: £7,674,000) and restricted of £2,259,000 (2023: £ 1,788,000). The increase in total expenditure indicates our increased activity associated with the new contracts won and commenced on 1st October 2022. The growth in restricted expenditure reflects the growth in activity on the multi-year grants won in earlier years.

Pact Expenditure



The result for the year was a deficit of £33,000 (2023: deficit £289,000) on unrestricted funds and a spend down of restricted funds £579,000 (2023: £1,104,000). The unrestricted deficit represents the use of the Designated Development Fund which was budgeted and agreed by the Senior Leadership Team and Trustees. The Designated Development Fund is being used to develop the sustainability of Pact with the associated central infrastructure.

Cash and short-term deposits decreased to £1,689,000 on 31 March 2024 (2023: £2,261,000), mostly reflecting the timing of the receipt of restricted funds in previous years and their use in 2023/2024. Investments decreased to £429,000 (2023: £503,000), mainly as a result of the decision to divest from the CCLA ethical fund for £143,000. The total value of the cash, short-term deposits and investments continues to give the charity a sound financial platform for 2024/2025. We maintained our investment in the CCLA Catholic fund. These decisions were based on maximising investment income for the charity in line with our ethical investment policy, during a period of market turbulence.

Reserves and reserves policy

The Trustees recognise that Pact needs to hold a certain level of free reserves. This is to cover areas for which it is difficult to secure funding, such as innovative research and service user participation, as well as to mitigate the risk of lower income or higher costs than expected. The main risks arise from the need to cover unfunded exit costs on projects and services coming to an end, failure to achieve expected income targets from fundraising, failure to achieve expected results on payment-by-results contracts, unexpected delays to new projects and services, unexpected reductions in value of existing projects and services, and potential legal fees and bad debts.

The Trustees have reviewed the level of reserves required to cover these eventualities. In line with good practice, they have opted to link the target level of free reserves directly to a detailed analysis of the risks, the likely impact of those risks, and the probability of them occurring. This translates to an optimum free reserves level between £1,158,000 and £1,500,000. The actual free reserves level on 31 March 2024 was £1,216,000 (2023: £1,182,000) The Trustees recognise that

although the reserves are within the optimum level of reserves, the Trustees continue to control costs, have set a small deficit budget to achieve the growth budget. They will keep the optimum free reserves level under review as Pact's activity and risk levels change.

Our reserves policy considers the commercial risks we need to manage as a charity and our target level of free reserves adjusts according to changing risks and our growth in income and costs. We continue to tightly control our expenditure, actively work with the Ministry of Justice to keep overdue debts to a minimum, set fully costed and realistic budgets, and focus on generating income from a wide range of sources, including donations and core grants as well as new contracts for services.

The use of the going concern basis of accounting is appropriate because there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of Pact to continue as a going concern.

The Board regularly reviews Pact's work to ensure that maximum benefit is gained from the limited resources at our disposal and the effort of both staff and voluntary supporters.

Investment policy

Under Pact's articles of association, the Board have the power to invest in such assets as they see fit. The objective, as outlined in Pact's investment policy, is to produce the best financial return from Pact's investments at an acceptable level of risk. For short-term reserves, the aim remains to preserve the capital value with a minimum level of risk, with assets being readily available to meet unanticipated cash-flow requirements at short notice. This will be balanced by gradual investment in longer-term reserves as and when funds become available. The long-term aim is to generate an above-inflation return while generating an income to support Pact's ongoing activities. The Trustees recognise that the investment market has shown some level of volatility but are confident that the investments will be used to sustain the Charity over the medium to long term.

Pact invests as far as possible in line with its charitable aims, endeavouring to balance maximising income for our work with our wider social responsibilities as a charity operating in accordance with Catholic Social Teaching. Our preference is for investments that help to maintain wellbeing for the economic, social, and natural environments, as expressed in the appeal by Pope Francis, *Laudato Si' (On Care for our Common Home)*. We are also guided by the principle of solidarity with those who are poor and marginalised and seek social justice.

Fundraising

During the financial year to 31 March 2024, Pact raised more than over £1.5 million to support prisoners, people with convictions, their children and families. Funds raised provided much-needed support for Pact's core services, as well as new projects.

We do not make use of any commercial third parties or agents to raise funds for the charity, nor do we pay any commission or bonuses to our staff or volunteers who work hard to raise our funds. We are registered with the Fundraising Regulator, the independent regulator of charitable fundraising in England, Wales and Northern Ireland. We abide by the Fundraising Code and

Standards as set out by this body. We have received no complaints regarding our fundraising activities during the year.

We are incredibly grateful to the many trusts, foundations, companies, statutory organisations, parishes, and individuals who have been so generous in their support of Pact's work over the past year, including those listed below, as well as others who prefer to remain anonymous.

As ever, we thank them for the many ways in which they have shown their commitment to us, and for their encouragement and their shared understanding of the importance of our work.

Trusts and Foundations

1772 Charity (Debtors' Relief Funds Charity)
29th May 1961 Charitable Trust
Albert Hunt Trust
Alice Ellen Cooper-Dean Charitable Foundation
Austin and Hope Pilkington Trust
Bailey Family Foundation
Barrow Cadbury Trust
BBC Children In Need
Bell Foundation
Belpech Trust
Benefact Trust
Canons of Immaculate Conception Trust Fund
Casa Stella Trust
Charlotte Marshall Charitable Trust
Cheshire Community Foundation
CHK Foundation
City Bridge Trust
Clun Charitable Trust
Colyer-Fergusson Charitable Trust
Comic Relief
David Isaacs Fund
Drapers' Charitable Fund
Edith Bessie Gibson Trust
Edith Murphy Foundation
Edward & Dorothy Cadbury Trust
Eleanor Rathbone Charitable Trust
Eveson Trust
Florence Turner Trust
Forest Hill Charitable Trust
Garfield Weston Foundation
Give for Good Russell Family Charitable Trust
Grail Society
Grantham Yorke Trust
Hadley Trust
Hanley Trust
Harold Hyam Wingate Foundation
Helen Jean Cope Charity

Prison Advice and Care Trust (Pact)**Trustees' report and accounts for the year ended 31 March 2024**

Inner London Magistrates Court's Poor Box Charity

Jeanne Marie Gunn Trust

Jerusalem Trust

John Lyon's Charity

Lawson Trust

Leigh Trust

London Catalyst Fund

London Housing Foundation

Marcella and Claude Digby Charitable Trust

Marsh Charitable Trust

Martin and Nancy Dean Charitable Trust

Masonic Charitable Foundation

Maurice and Hilda Laing Charitable Trust

Michael & Shirley Hunt Charitable Trust

Michael Marsh Charitable Trust

Moondance Foundation

National Lottery

Passionists

Rayne Foundation

Redbreast Trust

Rhododendron Trust

Rowlands Trust

Sheriffs' & Recorder's Fund

Simon Gibson Charitable Trust

Simpson Foundation

Sir Halley Stewart Trust

Sir Harold Hood's Charitable Trust

Sir James Roll Charitable Trust

Sir Pierce Lacy Charity Trust

Sisters of the Holy Cross Charitable Trust

Sisters of St Joseph of Peace

Smallwood Trust

Swire Charitable Trust

Sylvia Adams Charitable Trust

Treebeard Trust

Vintners' Charity

Volant Charitable Trust

Westhill

White Oak Charitable Trust

Woodhaven Trust

Zochonis Charitable Trust

Corporate Supporters

Blackrock

Croudace Homes Group

Clifford Chance

CCLA Investment Management

HSBC

London Stock Exchange Group

Matrix Chambers

Sony Music UK

Uniflink

Voluntary Solidarity Fund International

Key Risks

In 2023/24 our focus was the expansion of our services, embedding the family services growth and expanding into new health focused areas. The key three risks which we are managing are as follows:

- Staff recruitment and retention, which remains challenging, especially in areas where there is high competition for staff reflecting the cost-of-living crisis and UK shortage of labour.
- The health and safety, wellbeing and mental health of our staff, volunteers, service users, and HMPPS colleagues, within a high-pressure environment.
- The risk to data and of cyber-attack where the environment and the threats are continuously becoming more sophisticated.

Additional key organisational risks which Trustees continue to monitor are:-

- Ensuring that we continue to focus on our charitable mission and stay true to our values and culture as we grow and develop within a justice sector that has become increasingly market-driven and under strain.
- Protecting our brand to ensure we continue to provide a high level of service in an environment of cost cutting.
- Ensuring Pact remains financially stable in a period of growth and expansion into new areas of activity.

Risk register

The Trustees and Senior Leadership Team (SLT) continued to work together to maintain and review a corporate risk register that identifies the principal and significant risks facing us.

As with previous years, risks were grouped against our strategic objectives with each SLT member responsible for the oversight of the risks in their area. All risks are reviewed by the SLT with key organisational risks shared with the Board.

Our risk register is a living document that is part of our strategic planning pack and is reviewed twice a year and updated by the Deputy CEO and reviewed by our SLT and Board. Our risk register also forms a central part of our ISO 27001 compliance and audit and is subject to external scrutiny.

Risks are assessed by probability and impact, and we put strategies in place to minimise the likelihood of their occurrence where possible and to mitigate their impact should they occur.

We are committed to being a learning organisation, and so the Board and SLT regularly review what can be learned from the challenges we face and how we can make things work better in the future. Lessons learned are fed into our process of reviewing our policies and procedures, training, management, and recruitment practices.

Pact Futures CIC

Our wholly owned subsidiary, Pact Futures CIC (Community Interest Company) was merged into Pact on 30th June 2022. The Boards of both Pact Futures and Pact decided that the two organisations aligned and hence were merged into one company. The activities of Pact Futures have continued within Pact.

Pact Futures has been dormant since 1st July 2022.

Structure, governance, and management

Pact is a charitable company limited by guarantee and governed by its memorandum and articles of association as amended by special resolutions dated 18 April 2000, 18 July 2012 and 17 May 2023. Pact started operating in 1898 as the Catholic Prisoners' Aid Society and was incorporated on 1 September 1939.

The Board is Pact's governing body and is responsible for establishing Pact's policies in relation to the furtherance of its charitable objectives. There are between six and 15 Trustees on the Board and new Trustees are appointed by existing Trustees from time to time, based on a process of regular review of the capabilities and expertise of the Board, and the evolving needs of the charity. Prospective Trustees are interviewed and invited to submit an application, and if this is approved at a Trustee meeting, they are initially invited to attend a Board meeting on a co-opted basis. An induction pack is provided which, together with meeting the CEO and Chairman, visits to projects and Central Office, and background reading, form a comprehensive introduction to the charity.

The Board has a clear governance role, approving the strategy and annual budgets. Trustees ensure risk is well understood and managed, and that the charity is operating legally, that we are maximising our income, and operating in full compliance with our charitable objectives, ethos, and values. The Board appoints and delegates the delivery of the strategy and management of the operation of the charity to the CEO, who in turn appoints and manages the Senior Leadership Team, advises the Board, and provides direction and leadership for the staff and volunteers. The Board and CEO work in a spirit of partnership to develop strategy, review performance, and ensure that we maximise our impact for our beneficiaries, drawing on consultation with our service users, volunteers, staff, and key stakeholders.

A sub-committee of the Board, the Remuneration Committee, is responsible for setting the CEO's pay. The Remuneration Committee takes into account the responsibilities of the role and the need to set a competitive salary compared to organisations of a similar size and scope to Pact, balanced against what is affordable for Pact. The CEO is, in turn, responsible for setting the pay of other Senior Leadership Team members (Deputy Chief Executive, Director of Services, Assistant

Director of Services, Director of Human Resources and Workforce Development, and Director of Finance & ICT and Director of Communications). This involves maintaining a job evaluation system to account for the responsibilities of each role and periodically carrying out external benchmarking against similar roles, using an external consultant to assist with this process where required.

A further sub-committee of the Board, the Finance and Income Generation Committee, scrutinises Pact's financial affairs including annual budgets and reforecasts, management accounts, tax matters, investment decisions, and financial and accounting policies. The committee also liaises with the auditor and reviews the performance of Pact's external investment advisers.

Trustees have adopted the practice of monitoring and recording individual Trustee attendance at general meetings. The attendance register is available on request.

During the year, the Board, with the assistance of the CEO, continued to review its governance practices, the method of appointment of officers of the Board and Trustee self-assessments. The

Board also considered succession planning within the Board, and explored how the charity's strategic development and evolution might best be supported by the mix of talents, experience, and perspectives of the Trustee body.

Statement of Trustees' responsibilities

The Trustees, who are also the Directors of Pact for the purposes of company law, are responsible for preparing the Trustees' report and accounts in accordance with applicable law and United Kingdom accounting standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of Pact and of the incoming resources and application of resources, including the income and expenditure, of Pact for that period.

In preparing those accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (Statement of Recommended Practice);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts;
- prepare the accounts on a going concern basis unless it is inappropriate to assume that Pact will continue on that basis.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of Pact and which enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of Pact and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware:

- there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on Pact's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislations in other jurisdictions. In approving this Trustee Report, the Trustees are also approving the Strategic Report included herein in their capacity as Company Directors.

Approved by the Board of Trustees on 18th September 2024 and signed on its behalf by



Professor Jim McManus
Chair



Andrew Keen-Downs
Company Secretary

Independent Auditor's Report to the Members of Prison Advice and Care Trust

Opinion

We have audited the financial statements of Prison Advice and Care Trust (PACT) for the year ended 31 March 2024 which comprise the Statement of Financial Activities, Balance Sheet, Statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 2024 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.

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 trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

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 misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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 our audit

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept; 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

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 20, 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

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the

Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which 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:

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context were General Data Protecting Regulations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of certain income streams and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Trustee Board about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals and certain income streams, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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 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 anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Janette Joyce

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

Reading

19 September 2024

Prison Advice and Care Trust (Pact)

Statement of financial activities for the year ended 31 March 2024

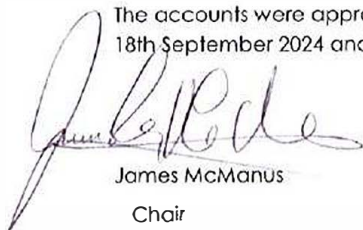
	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total 2024 £'000	<i>Total 2023 £'000</i>
Income from:					
Donations and legacies	2	513	-	513	425
Charitable activities		8,001	1,680	9,681	7,649
Investments		37	-	37	15
Total Income		8,551	1,680	10,231	8,089
Expenditure on:					
Raising funds		312	-	312	234
Charitable activities:					
Reducing re-offending by building stronger families and healthier relationships		5,825	1,596	7,421	6,332
Making prisons safer and healthier		1,604	414	2,018	1,776
Supporting people to live good lives after prison		155	42	197	289
Involving the people we serve and enable them to speak truth to power		181	49	230	117
Innovating and developing evidence-based practice		575	158	733	714
Total expenditure	3	8,651	2,259	10,911	9,462
Net gains/(losses) on investments	8	68	-	68	(20)
Net (Expenditure)		(33)	(579)	(611)	(1,393)
Funds brought forward at 1st April 2023		1,306	1,475	2,781	4,174
Funds at 31 March 2024	13	1,273	896	2,170	2,781

All of the above results derive from continuing activities. All gains and losses recognised in the year are included above. Full comparative figures for the year ended 31 March 2023 are shown in note 18. Notes 1 to 18 form an integral part of these accounts.

Prison Advice and Care Trust (Pact)
Balance sheets as at 31 March 2024

	Note	2024 £'000	2023 £'000
Fixed assets			
Tangible assets	7	3	7
Investments	8	430	505
		433	512
Current assets			
Debtors	9	1,408	1,421
Short-term deposits		1,685	2,250
Cash at bank and in hand		4	11
		3,097	3,682
Creditors: amounts falling due within one year	10	1,361	1,413
Net current assets		1,736	2,269
Net assets		2,169	2,781
Funds			
Unrestricted general funds		1,216	1,189
Unrestricted designated funds	11	57	117
Restricted Funds	12	896	1,475
Total charity funds	13	2,169	2,781

The accounts were approved and authorised for issue by the board of trustees on 18th September 2024 and signed on its behalf by


James McManus
Chair


Alastair Gordon
Treasurer

Company no. 00356443

The notes 1 to 18 form an integral part of these accounts.

Prison Advice and Care Trust (Pact)

Statement of cashflows for the year ended 31 March 2024

		2024	2023
	Note	£'000	£'000
Cashflows from operating activities	17	(751)	151
Cashflows from investing activities			
Interest income		37	15
Purchase of fixed asset investments		-	(100)
Sale of fixed asset investments		143	-
Acquisition of Pact Futures		-	91
Cash provided by/(used in) investing		180	6
Increase/(decrease) in cash and cash equivalents in the year		(571)	157
Cash and cash equivalents at the beginning of the year		2,261	2,104
Cash and cash equivalents at the end of the year		1,690	2,261

Notes 1 to 18 form an integral part of these accounts.

1. Accounting policies

The principal accounting policies adopted are as follows:

1.1 Basis of accounting

The accounts 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) (SORP FRS 102), FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Companies Act 2006.

Pact meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

1.2 Going concern

The trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern. The Trustees meet regularly to consider current and future issues that may affect the Charity, and its ability to function successfully. As a team they have diverse skills which cover all the major areas of governance required to ensure they meet the objectives of the Charity both now and in the future.

The risks to the Charity's ability to function are considered annually within the review of the risk register and from this discussion the Trustees have concluded that the Charity should continue in operation and there is neither need nor intention to liquidate or cease its activities in the near- or long-term future. The Trustees gain confidence through the charity owning significant cash and investment resources, by managing the budgets closely and ensuring the Board has a spread of skills to provide advice.

1.3 Critical accounting judgements and estimates

In preparing these accounts, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the accounts. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Trustees consider that Pact complies with the General Data Protecting Regulations. No additional critical judgements were required.

1.4 Income

Income from donations, appeals and legacies is included in the income and expenditure account when received. Other income is credited to the income and expenditure accounts when it becomes receivable. Income is deferred only if Pact has to fulfil conditions before becoming entitled to it or if the donor has specified that it be expended in a future period.

When significant, multi-year contracts finish, PACT hold any aggregate credit balance for up to two years while all the details are discussed with the funder. Any balance of unresolved, unclarified or unclaimed monies, after a two year period are then released to the income and expenditure account.

1.5 Expenditure

Expenditure is included in the income and expenditure account on an accruals basis. Expenditure is allocated between the activities of the charities as outlined in the Trustee Annual Report. Support Costs are then allocated to the activities on the basis of salary costs of direct staff within that activity.

1. Accounting policies (continued)

1.6 Fund accounting

Unrestricted general funds are donations, appeals, legacies and other incoming resources receivable for the objects of the charity without further specified purpose laid down by FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Companies Act 2006.

Unrestricted designated funds are amounts that have been put aside at the discretion of the trustees out of unrestricted general funds for specific future purposes or projects. Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management and support costs.

1.7 Tangible fixed assets and depreciation

Individual tangible fixed assets costing £1,000 or more are capitalised at cost and depreciated.

Depreciation is provided in order to write off each asset over its estimated useful life at the following rates:

Leasehold Improvements	over the life of the lease
Office furniture and equipment	over 4 years

1.8 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

1.9 Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

1.10 Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

1.11 Operating leases

Rentals payable under operating leases are charged to income and expenditure account as incurred.

1. Accounting policies (continued)

1.12 Pension costs

Pact participates in a group stakeholder defined contribution scheme with Scottish Widows. The pensions cost recognised in the accounts equals the contributions payable to the scheme.

1.13 Redundancy and termination costs

Pact recognises employee redundancy and termination costs in full on the date the redundancy or termination is confirmed.

1.14 Listed Investments

Investments are a form of basic financial instrument and are initially recorded at their transaction value and subsequently valued at the closing mid-market value at the Balance Sheet date. Any gain or loss on revaluation is taken to the statement of Financial Activities. Only external injections of cash and withdrawals of cash from the investment portfolio are treated as additions and disposals within Note 8.

2. Donations and legacies

	2024	2023
	£'000	£'000
Donations	399	240
Legacies	114	185
	513	425

3. Total Expenditure

	Direct staff costs	Other direct costs	Support costs	Total
	£'000	£'000	£'000	£'000
Raising funds	251	45	16	312
Charitable activities				
Reducing re-offending by building stronger families and healthier relationships	5,941	1,185	295	7,421
Making prisons safer and healthier	1,646	301	71	2,018
Supporting people to live good lives after prison	160	29	8	197
Involving the people we serve and enable them to speak truth to power	187	34	9	230
Innovating and developing evidence-based practice	595	109	29	733
Total expenditure	8,780	1,702	428	10,910

3. Total expenditure (continued)

Comparative figures for the year to 31 March 2023 are as follows:

	Direct staff costs £'000	Other direct costs £'000	Support costs £'000	2023 Total £'000
Raising funds	182	51	1	234
Charitable activities				
Reducing re-offending by building stronger families and healthier relationships	4,821	1,070	440	6,331
Making prisons safer and healthier	1,352	300	123	1,775
Supporting people to live good lives after prison	220	49	20	289
Involving the people we serve and enable them to speak truth to power	90	20	8	118
Innovating and developing evidence-based practice	544	121	50	714
Total expenditure	7,209	1,611	642	9,462

2024
£'000

2023
£'000

Net income/expenditure is stated after charging:

Auditor's remuneration – audit fees	20	22
Depreciation	<u>4</u>	<u>4</u>

Support costs includes governance costs of £28,000 (2023: £30,000), including staff costs of £8,000 (2023: £8,000) and audit fees of £20,000 (2023: £22,000).

4. Staff costs

	2024 £'000	2023 £'000
Salaries	7,902	6,542
Social security costs	677	505
Pension costs	201	162
	<u>8,780</u>	<u>7,209</u>

Salaries include redundancy and termination costs of £21,000 (2023: £61,000).

4. Staff costs (continued)

The average full-time equivalent number of employees was:

	2024	2023
	No.	No.
Charitable and development	208	185
Administration and fundraising	24	25
	<u>232</u>	<u>210</u>

The average headcount was 382 for the group (2023: 285)

The number of employees who earned over £60,000 in the following range was:

	2024	2023
	No.	No.
£90,001 - £100,000	1	1
£80,001 - £90,000	1	1
£70,001 - £80,000	2	2
£60,001 - £70,000	<u>3</u>	<u>2</u>

Pension costs of £27,000 (2023: £20,000) were incurred for these employees.

The senior leadership team over the year to 31 March 2024 had the following members:

Post	Post-holder
Chief Executive	Andrew Keen-Downs
Deputy Chief Executive and Managing Director of Pact Futures	Ellen Green
Director of Finance & ICT	Suzanne Davies
Director of Services	Tina Parker
Director of Human Resources and Workforce Development	Stephanie Stevenson
Director of Communications	Nick Mann
Assistant Director of Services	Joanne Mulcahy

Remuneration and benefits paid to the senior leadership team during the year totalled £616,000 (2023: £586,000).

5. Trustees' remuneration

No member of the board received any remuneration during the year (2023: none).

During the year, 4 trustees received reimbursement of travel expenses amounting to £1,511 (2023: 3 trustees received reimbursement of £615).

6. Taxation

All income received by Pact comes within the exemptions as set out in section 505 of the Income and Corporation Taxes Act 1988 and Pact is therefore not subject to corporation tax.

7. Tangible fixed assets

	Leasehold improve- ments £'000	Office furniture & equipment £'000	Total £'000
Charity			
<i>Cost</i>			
At 1 April 2023	40	2	42
Disposals	-	(2)	(2)
At 31 March 2024	40	-	40
<i>Accumulated depreciation</i>			
At 1 April 2023	33	2	35
Charge for year	4	-	4
Disposals	-	(2)	(2)
At 31 March 2024	37	-	37
<i>Net book value</i>			
At 31 March 2024	3	-	3
<i>At 31 March 2023</i>	<i>7</i>	<i>-</i>	<i>7</i>

8. Investments

	At 1 April 2023 £'000	(Disposals) £'000	Net gains/ (losses) £'000	At 31 March 2024 £'000
Dormant Subsidiary	1	-	-	1
Listed investments	504	(143)	68	429
	<u>505</u>	<u>(143)</u>	<u>68</u>	<u>430</u>

At the year end the following investments represented more than 5% of the total investments

	2024 £'000	2023 £'000
CCLA Catholic Investment Acc Class 2	<u>429</u>	<u>504</u>

8. Investments (cont)

Pact Futures Community Interest Company (CIC) is a wholly-owned subsidiary of Pact, company number 9248698.

Balance sheet of Pact Futures CIC at 31st March

	2024	2023
	£'000	£'000
Total assets	1	1
Total liabilities	-	-
	1	1

On 30th June 2022 the activities of Pact Futures Community Interest Company (CIC) is a wholly-owned subsidiary of Pact, were merged with the Group Company Prison Advice & Care Trust.

The transaction was accounted for in accordance with merger accounting principals and the fair values have been recognised.

Included in the above were cash and bank balances of £436,000. Also included was a balance of £105,000 owed to the Prison Advice and Care Trust.

The Fair Value of the assets and liabilities as at the date of merger of Pact Futures CIC on the date of merger on 30th June 2022 were as follows:-

	2023
	£'000
Debtors	310
Cash in Bank and in Hand	436
Trade Creditors	(2)
Deferred Income	(323)
Social Security and other Taxes	(20)
Owed to group undertakings	(105)
Accruals	(23)
	273

Prison Advice and Care Trust (Pact)
Notes to the accounts for year ended 31 March 2024

9. Debtors

	2024	2023
	£'000	£'000
Trade debtors	734	778
Prepayments and accrued income	674	643
	<u>1,408</u>	<u>1,421</u>

10. Creditors: amounts falling due within one year

	2024	2023
	£'000	£'000
Trade creditors	254	70
Social security & other taxes	240	255
Other creditors	37	32
Accruals	230	277
Deferred income	600	779
	<u>1,361</u>	<u>1,413</u>

The movement on deferred income relates to contracts for services to be provided on or after 1 April 2024, as follows:

	2024	2023
	£'000	£'000
At 1 April 2023	779	365
Released during the year	(574)	(250)
Deferred during the year	395	664
At 31 March 2024	<u>600</u>	<u>779</u>

11. Unrestricted designated funds

The charity's funds include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	At 1 Apr 2023	Funds spent	Transfer (to) unrestricted general funds	At 31 Mar 2024
	£'000	£'000	£'000	£'000
Fixed asset reserve	7	(4)	-	3
Development fund	110	(56)	-	54
	<u>117</u>	<u>(60)</u>	<u>-</u>	<u>57</u>

The *fixed asset reserve* represents the value of reserves attributable to tangible fixed assets and has been set up to assist in identifying those funds that are not part of free reserves.

The *development fund* was designated to invest in sustaining the quality of services delivered and providing the foundations of the next stages of Pact's growth. This is being achieved by prudently investing in infrastructure to free up frontline practitioners to do what they do best in supporting prisoners and their families, which includes increased staff support on health and safety, data protection and human resources as well as finance system improvements. The funds are expected to be fully utilised by March 2025 in line with our corporate development plan to improve our efficiencies.

12. Restricted funds

	At 1 Apr 2023 £'000	Income £'000	Costs £'000	At 31 Mar 2024 £'000
Early intervention support for families (1)	38	30	46	22
Supporting families affected by imprisonment (2)	98	413	367	144
Supporting children and young people affected by imprisonment (3)	379	333	529	183
Providing groupwork and learning opportunities (4)	34	30	39	25
Supporting volunteering (5)	125	48	138	35
Furthering rehabilitation in prisons and communities (6)	686	324	770	240
Providing welfare grants (7)	57	116	79	94
Supporting resettlement (8)	58	386	291	153
	<u>1,475</u>	<u>1,680</u>	<u>2,259</u>	<u>896</u>

Notes

- 1 **Early intervention support for families** covers our programmes supporting prisoners' families from the first and critical stages of their involvement with the criminal justice system. During the year these included our Courts Service in Swansea funded by the Mary Homfray Charitable Trust, and our Courts service in London funded by the Inner London Magistrates Court's Poor Box Charity, Matrix Chambers, and Simmons and Simmons.
- 2 **Supporting families affected by imprisonment** covers our programmes helping families to cope practically and emotionally with the devastating impact of the arrest and imprisonment of a loved one and to increase awareness of how the criminal justice system affects lives, families and communities. These include:
 - i. *National Family Services*, a befriending, peer support and casework programme funded by the Garfield Weston Foundation, the Swire Charitable Trust and The 29th May 1961 Charitable Trust
 - ii. *Peer Support Groups for young people affected by imprisonment*, funded by the London Stock Exchange
 - iii. Prisoners Families Helpline Grant providing a 7 day per week helpline to family members and those impacted by the Criminal Justice System with corresponding website
 - iv. *Safer Custody Grant*, additional funding (as part of the PFH grant!) to roll out the work from the HMPs Innovation Grant to ensure all prison Safer Custody Teams receive training on logging and reporting family contact and setting up the web portal on the Prisoners Families Helpline to enable contact forms to be submitted to all prisons across England and Wales.
 - v. *Listen to Families Patient and Public Voice*: providing an opportunity for family members across London to feedback on their experiences of prison healthcare and to make recommendations to NHSE London and their providers on changes that would make family involvement easier.

12. Restricted funds (continued)

- vi. *Families' Forum Plus*, a major five-year project to support families in south Wales to stay in touch with their loved ones in prison, reduce re-offending, and support children to stay in touch with their fathers in HMP Swansea, funded by National Lottery People & Places.
- vii. *Families Forums - East Midlands*, a three-year project to amplify the voices of prisoners' families and drive systems change to keep families together and reduce reoffending, funded by Sony Music
- viii. *Families Matter Yorkshire*, strengthening community amongst prisoners' families at HMPs Moorland and Lindholme, funded by National Lottery Awards for All

3 Supporting children and young people affected by imprisonment covers our programmes that increase awareness of, address, and mitigate the harmful effect of familial imprisonment on young lives and help break cycles of intergenerational offending. These include:

- i. *Visiting Mum*, two projects supporting children to maintain and build positive bonds with their mothers in prison: Visiting Mum at HMP Eastwood Park and HMP Styal is funded by Llywodraeth Cymru and HMPPS; Visiting Mum at HMP Downview is funded by Comic Relief
- ii. *Together, a Chance*, piloting a new model of social work support in women's prisons, funded by the Sylvia Adams Charitable Trust
- iii. *Time for Play* at HMP Nottingham funded by BBC Children in Need and the Sisters of St Joseph of Peace.
- iv. *Kids' Club* at HMP Pentonville funded by BBC Children in Need
- v. *Family Space*, creating a vibrant new prisoners', children's and families' hub inside HMP Wormwood Scrubs, funded by John Lyon's Charity
- vi. *Playing for Real* at HMP Wormwood Scrubs, funded by the Drapers' Charitable Fund
- vii. *Family Play* at HMP Send, funded by the Woodhaven Trust
- viii. *Dealt an Ace* at HMYOI Brinsford, piloting a specialist trauma-informed casework service for young men in custody, funded by the Barrow Cadbury Trust, Sir Halley Stewart Trust, Rayne Foundation, Eveson Trust, and others
- ix. *Family Play* at HMP Gartree, funded by the Edith Murphy Foundation and The Florence Turner Trust
- x. *Family Play at HMP Onley*, funded by The Florence Turner Trust
- xi. *Family Time at HMPs Drake Hall and Stoke Heath*, funded by the Rowlands Trust and the Grail Society
- xii. *Family Time at HMPs Onley, Leicester, Ranby, Moorland, Hatfield and New Hall*, funded by the London Stock Exchange Group
- xiii. *Operation Elf*, Pact's annual campaign supporting prisoners to give a Christmas gift to their child
- xiv. *Reach Out*, a programme supporting children and young people affected by imprisonment at HMP Swansea and in South Wales, funded by the Moondance Foundation and the Masonic Charitable Foundation

4 Providing learning opportunities covers our programmes offering structured, accredited education across family & relationships, social and emotional health, and more. This includes:

- i. *Building Bridges*, a project improving support and learning opportunities for prisoners that speak English as an additional language, funded by the Bell Foundation

12. Restricted funds (continued)

5 Supporting volunteering covers our programmes creating opportunities for individuals, churches and parishes to engage with volunteering opportunities at Pact and support those affected by imprisonment. These include:

- i. *Reasons to Care*, a national volunteering development project funded by Charles Hayward Foundation
- ii. *JustPeople*, a church and parish volunteering development project funded by Maurice & Hilda Laing Trust and the Jerusalem Trust, Benefact Trust and Westhill
- iii. *I Rise*, a project to embed student placements in three women's prisons to increase the provision of family support, funded by the Volant Charitable Trust
- vi. *Lived Experience Volunteering*, upskilling those with experience of custody to support others, funded by Blackrock and Clifford Chance
- v. *Annual Volunteer Awards*, funded by the Marsh Charitable Trust.

6 Furthering rehabilitation in prisons and communities covers our programmes providing personalised integrated rehabilitation and resettlement support to prisoners and their families, helping them to make a fresh start together. These include:

- i. *Routes2Change* at HMP Brixton
- ii. *Routes2Change* at HMP/YOI Isis
- iii. *Evaluation of Routes2Change* at HMP/YOI Isis
- iv. *Routes2Change: Looking to the future*
- v. *Restore Aylesbury*, providing one-to-one restorative casework at HMP/YOI Aylesbury and funded by the CHK Foundation.
- vi. *Prison Leavers' Project*, Pact has worked closely with the Nelson Trust, HMPPS & 8 other sector partners to support women at HMP Eastwood Park on their resettlement journey as part of the ONE Women's Centre programme funded by the Ministry of Justice's Local Leadership and Integration Fund. Sadly this grant finished in year.
- viii. *Side by Side*, creating a plan to put family and relationships at the heart of criminal justice in Kent, funded by the Colyer-Fergusson Charitable Trust
- viii. *Emotional Resilience Preston (Settling into Prison)*, providing an emotional resilience course and peer support to men when they arrive in prison.

12. Restricted funds (continued)

- 7 **Providing welfare grants** covers emergency support for prison leavers and their families to alleviate the devastating effects of poverty. This includes:
- i. *Welfare Fund for Kent* funded by the Colyer-Fergusson Charitable Trust
 - ii. *Welfare Fund for Women* funded by the Smallwood Trust.
 - iii. *Welfare Fund for London* funded by the David Isaacs Fund, the Vintners' Company, and London Catalyst
 - iv. *National Welfare Fund* funded by the Albert Hunt Trust, the Austin and Hope Pilkington Charitable Trust, the 1772 Charity, the Passionists, Hobson Charity, the Voluntary Solidarity Fund, and donations given as part of Big Give
 - v. *Welfare Fund for HMP Send* funded by the Woodhaven Trust
- 8 **Supporting resettlement** covers programmes that provide holistic support to prison leavers in the critical days and months after they are released to aid their successful resettlement. This includes:
- i. *Journeys to Freedom*, supporting the resettlement of women leaving prison in London and Kent, funded by London Housing Foundation, Treebeard Trust, and the Woodhaven Trust
 - ii. *New Beginnings*, supporting women leaving HMP Syal to make a fresh start, funded by Cheshire Community Foundation
 - iii. *Family Resettlement Workers*, supporting women across 9 prisons (Downview, Bronzefield, Eastwood Park, Drake Hall, Foston Hall, New Hall and Low Newton as subcontracted provision to Nepacs) with their relationships with their children and families 3 months pre-release and at least 2 weeks post release.

Full comparative figures for the year ended 31 March 2023 are as follows.

	At 1 Apr 2022	Income	Costs	At 31 Mar 2023
	£'000	£'000	£'000	£'000
Early intervention support for families	35	37	34	38
Supporting families affected by imprisonment	201	67	170	98
Supporting children and young people affected by imprisonment	625	228	474	379
Providing groupwork and learning opportunities	0	47	13	34
Supporting volunteering	233	44	152	125
Furthering rehabilitation in prisons and communities	1272	177	763	686
Providing welfare grants	57	74	74	57
Supporting resettlement	156	10	108	58
	<u>2,579</u>	<u>684</u>	<u>1,788</u>	<u>1,475</u>

13. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 March 2024 are represented by:			
Tangible fixed assets	433	-	433
Current assets	2,201	896	3,097
Current liabilities	(1,361)	-	(1,361)
Long-term liabilities	-	-	-
Net assets	1,273	896	2,169
Comparative figures as at 31 March 2023 are as follows:			
Tangible fixed assets	510	-	510
Current assets	2,209	1,475	3,684
Current liabilities	(1,413)	-	(1,413)
Long-term liabilities	0	-	0
Net assets	1,306	1,475	2,781

14. Financial and other commitments

As at 31 March 2024, Pact had total commitments under operating leases as follows:

	Property £'000	Other £'000	Total £'000
Due within one year	88	2	90
Due within two to five years	15	0	15
Total	103	2	105
Comparative figures as at 31 March 2023 are as follows:			
Due within one year	88	2	90
Due within two to five years	104	0	104
Total	192	2	194

15. Share capital

Pact is a company limited by guarantee and has no share capital. Every member of the company guarantees to contribute a maximum of £10 on winding up, up to one year after ceasing to be a member.

The number of members as at 31 March 2024 was 12 (2023: 9).

16. Related party transactions

Aggregate donations received from Trustees were £1,940. There were no further related party transactions during the current or preceding year apart from the merger with the subsidiary Pact Futures CIC in the prior year.

17. Reconciliation of net income to net cash inflow from operating activities

	2024	2023
	£'000	£'000
Net income/(expenditure) for the year	(611)	(1,215)
Add back depreciation charge	4	4
(Gains)/losses on investments	(68)	20
Deduct interest income shown as investing activities	(37)	(15)
(Increase)/decrease in stock	-	13
Decrease/ (Increase) in debtors	13	877
(Decrease)/ increase in creditors	(52)	468
	(751)	152

18. Comparative consolidated statement of financial activities (2023)

	Unrestricted Funds	Restricted Funds	Total
	£'000	£'000	£'000
Income from:			
Donations and legacies	425	-	425
Charitable activities	6,965	684	7,649
Investments	15	-	15
Total income	7,405	684	8,089
Expenditure on:			
Raising funds	234	-	234
Reducing re-offending by building stronger families and healthier relationships	5,105	1,227	6,331
Making prisons safer and healthier	1,431	344	1,775
Supporting people to live good lives after prison	233	56	289
Involving the people we serve and enable them to speak truth to power	95	23	118
Innovating and developing evidence-based practice	576	138	714
Total expenditure	7,674	1,788	9,462
Net gains/(losses) on investments	- 20	-	20
Net income/(expenditure)	- 289	(1,104)	(1,393)
Funds brought forward at 1 April 2022	1,595	2,579	4,174
Funds at 31 March 2023	1,306	1,475	2,781

Accounts



Prison Advice and Care Trust (Pact)
Trustees' report and accounts
for the year ended 31 March 2023

A registered charity and company limited by guarantee

Charity registration number 219278

Company registration number 356443

www.prisonadvice.org.uk



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Reference and Administrative Details

President

His Eminence Cardinal Vincent Nichols

Vice President

Archbishop John Wilson

Trustees and directors

Paul Booton (resigned 12.10.2022)

Steve Bradford (appointed 12.10.2022)

Margaret Cripps (resigned 18.05.2022)

Cathy Corcoran OBE, vice chair (resigned
01.03.2023)

Alastair Gordon, honorary treasurer

Paula Harriott

Caroline Hattersley (appointed 17.05.2023)

James Horsted (appointed 06.07.2022),
appointed vice chair 17.05.2023

Tom Leman

Sarah Mann

Cleo Metcalf

Carolyn Robertson (appointed 06.07.2022)

Nick Smart (resigned 17.05.2023)

Phil Taylor OBE, chair

Chief executive and company secretary

Andrew Keen-Downs

Deputy chief executive and Pact Futures managing director

Ellen Green

Trading name

Pact

Charity number

219278

Company number

356443

Registered office

29 Peckham Road, London,
SE5 8UA

Solicitors

Bircham Dyson Bell
50 Broadway, London, SW1H 0BL

Auditor

Haysmacintyre LLP Chartered
Accountants, Statutory Auditor
10 Queen Street Place, London,
EC4R 1AG

Bankers

CAF Bank
25 Kings Hill Avenue, Kings Hill,
West Malling, ME19 4JQ

Report from the CEO – looking back to 22/23

2022/23 was a year of expansion and change for Pact.

In October, the organisation grew substantially as we became the Family Services Provider in 24 new prisons. Pact is now by some distance the biggest provider in the sector, supporting families, significant others and prisoners in six out of ten public sector prisons. Our work in Probation and the CFO programme have continued to go from strength to strength. Our national services, including the HMPPS-funded Prisoners' Families Helpline and website, supported more worried families than ever before. Further, we have been commissioned to work with HMPPS Families/Safer Custody to role out a Communications Gateway for Families; providing training and resources to all prisons across England and Wales

Our innovative grant-funded projects continue to forge new pathways for people in the criminal justice system. Our flagship Routes 2 Change project in HMPs Brixton and Isis has continued to demonstrate the benefits of putting good relationships and family at the heart of prison regimes. New independent evaluation of our project to employ social workers in women's prisons highlighted their 'invaluable' impact in supporting mothers in prison. Our Dealt an ACE project in HMP Brinsford has supported over 70 men through a genuinely trauma-informed case-work approach. Our 'Journeys2Freedom' resettlement service for women in Kent and London has also continued to demonstrate great impact.

Our work to make a difference in the prison healthcare sector has continued to develop. In February, we published the *Nobody's Listening* report, which set out the many barriers that prevent families from getting involved in their loved ones' care. Using this report as a springboard, we now have a number of projects underway that seek to secure a greater role for families in helping to keep their loved ones safe and well whilst in prison.

In London, we have started a new pilot project supported by NHS England to give families and carers more of a say in how prison healthcare is delivered. We have also signed a new Memorandum of Understanding with Oxleas NHS Foundation Trust to share learning and improve the experience of patients and families in the prison system.

Our work depends entirely on the dedication and skill of our staff and our volunteers, who combine clear-eyed professionalism with humanity and compassion. This year saw the biggest ever growth in our workforce. I want to take this opportunity to thank them all for their dedication, courage and compassion. It takes a very special kind of person to work for Pact, and we are blessed with an extraordinary team.

I'd also like to thank all the partners and organisations with whom we work extremely closely, in particular, prison officers, probation practitioners, chaplains, prison healthcare teams and court officials, whose support we rely on every single day.

Finally, I want to thank everyone who makes our work possible with financial support, including HMPPS, NHS England, our generous donors, parishes and faith communities, charitable trusts and foundations, and our wonderful corporate partners. We look forward to working with you in the year ahead, to build bridges of hope and opportunity for people affected by prison.

Andy Keen-Downs, Pact CEO

Report from the Chairman – looking ahead to 23/24

These are difficult times for everyone as the cost-of-living crisis continues to bite. However, people who are affected by imprisonment – families and significant others – are being hit particularly hard as they struggle to cope with the financial and emotional impact of having a loved-one in prison.

The criminal justice system too continues to face major challenges. Instances of self-harm in prisons are near record levels; nearly one in four prisoners lives in over-crowded accommodation; rates of reoffending remain stubbornly high.

Looking ahead to 2023/24, people in prison and their families need the support of charities like Pact more than ever. Our focus remains on the needs of the people we serve, and on what we can do to offer them hope, care, and the chance of living good lives.

Our first priority will be to continue to deliver excellent levels of support to men and women in prison and to their children and families. We will develop and refine our services, based on listening to our service users, and evaluating our impact, to ensure they meet the needs of the people who rely on us to keep them in touch with family and loved-ones.

However, after last year's significant expansion, we are setting our sights on continued growth.

We have strong ambitions to extend our influence into prison healthcare. When families are involved in their loved-ones' care everyone benefits – prisoners, families, the criminal justice system and the NHS. However, our research shows that families are too often locked out of a system that fails to recognise their value as carers. We are already working with the NHS in London, but we believe that there is much broader scope for us to work alongside healthcare providers across England and Wales to address the serious challenges of health inequalities facing our service users.

A range of other opportunities will arise in the year ahead as HMPPS re-tenders a number of key contracts, including the next generation of CFO work which seeks to engage with many of the most socially excluded and marginalised people in prison.

Although times are tough, we continue to find funding to support innovative projects that pioneer new ways to support prisoners and their families. For example, a new five-year project in HMP Swansea to support the families of people caught up in the criminal justice system will get underway next year thanks to a £400,000 grant from National Lottery Wales. Equally we are hoping to share and embed the learnings from our flagship Routes 2 Change project more broadly across the prison estate.

There can be little doubt that 2023/24 will be a challenging year, not just for charitable organisations like Pact, but also for the many thousands of people who rely on our services. However, we look ahead with a real sense of optimism and excitement as we seek to continue our ambitious programme of growth.

Phil Taylor OBE, Pact Chairman

Board of Trustees' Report

The Board of Trustees (the Board) presents its report incorporating the directors' report, the Strategic Report for the purposes of the Companies Act and the audited consolidated accounts of Prison Advice and Care Trust (Pact), for the year ended 31 March 2023.

Objectives and activities

Pact's purpose

Pact's stated objectives are:

- To provide advice, information and support to people who are suffering or have suffered a legal restriction on their liberty in any penal or correctional institution.
- To provide advice, information and support to families and children of those people who are suffering or have suffered a legal restriction on their liberty in any penal or correctional institution.
- To work for the relief of poverty and sickness, and the advancement of education and training for prisoners, people with convictions, and their families and children.

What we do

Pact is a pioneering national charity that supports prisoners, people with convictions, and their children and families. We provide caring and life-changing services at every stage of the criminal justice process: in court, in prison, on release, and in the community.

Pact's vision is of a society in which justice is understood as a process of restoration and healing, in which prisons are used sparingly and as places of learning and rehabilitation, and in which the innate dignity and worth of every human being is valued. We work for the common good of Society, taking a public health based approach. We work at the intersection of criminal justice, child and family welfare, mental health, wellbeing provision and health and social care.

Our volunteers and staff can be found in courts, prisons, probation services, and in communities across England and Wales. We are a diverse, inclusive, modern, and collaborative charity. We build effective partnerships and sustainable solutions based on our well-established understanding

of the systems in which we work, and on our historic values and ethos developed through our 120+ years of service delivery.

Values and mission

Our mission is to support prisoners and their families to make a fresh start and to minimise the harm that can be caused by imprisonment on people with convictions, on children, families and on communities.

Our values are:

- **Believe:** to respect the innate dignity and worth of every human being and believe in the possibility of their rehabilitation and redemption, no matter what they have done.
- **Listen:** to consult and involve users of our services to ensure that we remain responsive and sensitive to their needs.
- **Respect:** to respect and value diversity and promote equality of opportunity.
- **Co-operate:** to be a collaborative organisation, working cooperatively and in a spirit of partnership with Her Majesty's Prison and Probation Service (HMPPS) and organisations with whom we share objectives and where this may result in improved outcomes.
- **Learn:** to be a learning organisation, committed to developing our people, and to learning from others and from each other.
- **Excel:** to provide quality services, and to monitor and evaluate our work.
- **Involve:** to encourage and facilitate the involvement of volunteers and community and faith-based organisations to harness the goodwill, skills and energies of individuals who share our goals and values.
- **Connect:** to break down barriers between the prison system and communities.
- **Create:** to be innovative and develop models of working and best practice which may be mainstreamed by HMPPS and others.

Strategy and vision

In 2020-21, we revised our Routes to Change strategy following facilitated conversations with staff, trustees, volunteers, and those with lived experience of the criminal justice system.

Routes to Change vision

1. We will show the way forward in rehabilitation based on what it means to be a human being.

Our ambition is to change the way that rehabilitation is done in England and Wales. We will demonstrate a 'family first' approach - showing how it can be done and measuring the impact. We will build a new model of working in prison and in the community, providing a continuum of care from the court to post-release. In doing so we will enable families to survive the impact of prison and build, maintain and strengthen good relationships and relationship skills. We will put

Lord Farmer's recommendations into action and be the antidote to a justice system that so often breaks up families.

In achieving this ambition, we will have the courage to be counter-cultural and we will change the language: we will not talk about 'offenders,' we will talk about 'people.'

2. Our refreshed volunteering strategy

We have refreshed our Vision for Volunteering, drawing on our experience and learning during the pandemic. We will renew our commitment to excellence in supporting people from local communities, including faith communities, to make a positive difference to the lives of people affected by imprisonment. We will also invest in our capacity to enable more people with lived experience of prison to volunteer as peer support volunteers in custody and in the community, have recruited a dedicated management role to lead on this work. We will focus on the needs of people in prison, particularly young people, and people from minoritised communities, who have no positive family or social contact, and plan to develop our own volunteering programme to respond to this need as part of our prison-based Family and Significant Other (FaSOS) services.

3. We will be excellent at collaborative working.

We will renew our efforts to widen and strengthen our networks, partnerships and relationships and encourage a shared sense of pride in our achievements.

Our work is dependent on the good will and cooperation of HMPPS staff including prison governors. We work with chaplains, court officials, judges, police representatives and academics as well as with parliamentarians, commissioners from the public, private and voluntary sectors and the media. We work collegiately with other charities. Most importantly we work with the people we serve to support them in finding their own solutions. We will build extensive networks of support and continue to grow awareness of our brand.

4. We will work to the principle of 'not about us without us'.

We will not speak on behalf of the people we serve but instead provide opportunities for service users' voices to be heard by those with power to make change. We will support, facilitate, and equip the people we serve to speak for themselves. This will be embedded as core Pact practice.

We will continue to demonstrate our commitment to meaningful service user participation in service development and design; in reviewing our performance and in our communications with Government, the media, and people in authority. We will continue to listen to our service users and empower them to be their own advocates. We will respect the expertise of those with lived experience of the justice system. To this end, we have recruited a dedicated Service User Involvement Manager to ensure this remains at the forefront of our practice.

5. We will empower our people to achieve excellence.

We recognise that the people who work for Pact do the most difficult and demanding work in challenging environments with little public appreciation. We understand that the first principle of caring for others is to care for ourselves. We will do all we can to empower the people who work for us to deliver excellence in their work. We will enable them to develop their talents. We will hear their feedback and strive to remove the obstacles that get in their way. We will ensure Pact

workers – whether paid or voluntary – feel safe, supported, equipped and competent. We will ensure that they feel that they belong to a team and are proud to be a part of Pact.

6. We will stay true.

We will continue to ensure that we recruit and manage people based on their personal values, authenticity, and integrity as much as their competence. The core competence of every Pact worker is the capability to listen, reflect, learn, and develop.

We continually seek ways to test our actions against our mission, vision and values and we continue developing as a 'learning organisation': we will continue to listen to our service users, colleagues, partners and key stakeholders. Our service users tell us that the people we recruit should be well-informed and expert – but also genuine, caring, non-judgemental and dependable. We will ensure that the Pact brand is a guarantee of these qualities.

We will also continue to demonstrate our complete commitment to full equality of opportunity for all and ensuring our services are available to everyone who needs them. We are committed to working for a society in which the innate dignity of every person is upheld and defended regardless of faith, gender, ethnic origin, sexual orientation, disability, or other characteristics.

7. We will remember and care for our roots.

Pact is a diverse and fully inclusive modern charity which is firmly rooted in the Christian faith and inspired by Catholic Social Teaching. This is the historical and living source of our work and values.

We will continue to nurture and strengthen our roots and networks of support within the Catholic community and more widely.

Our activities

Pact provides support to prisoners, people with convictions, and their children and families at every stage of the criminal justice process: in court, in prison, on release, and in the community. Our services and activities include:

- prison-based family casework
- personalised casework support
- prison-based social work in two women's prisons
- prison family and visitors' centres
- prison- and community-based relationship and parenting education
- 'through the gate' mentoring and befriending programmes
- children's play services in prison settings
- refreshment services
- arts and educational initiatives
- managing the national Prisoners' Families Helpline under contract to HMPPS
- a free, confidential befriending service for prisoners' families
- peer support groups for prisoners' family members
- support for defendants' families in court
- discretionary welfare grants for individuals in need

We also support practitioners through providing training and advice, and we inform and advise policy and decision-makers. We continue to innovate and test out new approaches and ways of achieving the best possible outcomes.

Our work is broken down into four key areas:

- 1. Building stronger families and safer communities** by means of high-quality family services, targeted support, volunteer befrienders and partnership working, thereby reducing the risk of reoffending and intergenerational offending.
- 2. Reducing risk of harm to prisoners and their children** through the provision of family support services, particularly during the early days of custody.
- 3. Removing barriers and increasing awareness in public services** to achieve improved outcomes for our service users through supporting practitioners from the voluntary, public, and private sectors via training, resources, information, and advice.
- 4. Influencing commissioning, policy, and legislation** through our role as an advocate for the people we serve; through building the evidence base of outcomes from our work, and through constructive dialogue with commissioners and government officials.

Public benefit statement

All the activities described further Pact's purposes for the public benefit and the Trustees consider they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

Performance and achievements

2022/23 was a strong year for Pact where it exceeded its budgeted income and maintained its cash position whilst delivering significant growth.

Family and Significant Other Services

In 2022/23 Pact rebid for contracts for the Family and Significant Other Services contracts at both existing locations and new ones. Pact won contracts for 62 out of the 66 prisons we bid for. Services commissioned through this route have been expanded incorporating support for prisoners and families accessing secure video calls and to see how we can support prisoners and their families where there have been no visits. The new contracts were mobilised for a start on 1st October 2022 which, with the support of the HMPSS, are all operational and meeting key KPIs. The Service represents approximately 40% of Pact's activities.

The 2017 Family Services contracts ran until 30th September 2022. Contracts which Pact were sadly not re-awarded (Cardiff, Usk, Prescoed and Berwyn) were transferred to new providers and the staff moved across to the new employer via TUPE; although we were delighted to be able to retain and promote two of the five staff members.

As from 1st October 2022, there has been a change in how the Cafes at Prison Visits Halls are run. Whilst Pact is responsible for their running and Environmental Health registration; HMPPS are utilising their buying power so that the prisons are responsible for the purchase of stock and accounting.

Criminal Justice Healthcare

In 2022/23 Pact started to develop its offering in the Criminal Justice Health arena. This was based on a review of our current delivery and impact which highlighted the preventative role we play at the intersection between health and justice. Our staff members build trusting and supportive relationships with service users to build and support their relationship and provide emotional and practical support; helping them to reduce anxiety and self-harm and develop coping strategies. Our services actively listen to the voices of our service users; supporting them to share their views and have their voices heard. To this end Pact commissioned a report ['Nobody's Listening'](#) which was launched at a Round Table sponsored by the Kings Fund in early 2023.

This approach has resonated in the world of Criminal Justice health with Pact being commissioned for our first health contract with NHS England; delivering the first Patient and Public Voice for families and carers for prisons in partnership with the London team. Further, our staff are systems integrators bringing together HMPPS, Health, Family providers and families to support continuity of care throughout the criminal justice system with a particular focus around key transition points where there are likely to be heightened anxiety and the potential for loss of contact with key supporters; such as first night and early days in custody, court returns, transfers and release.

Recognising the strength of this work; we have signed an MoU with Oxleas NHS Trust to develop shared practice and learning between family work and healthcare and are piloting this work at HMP Wandsworth where both organisations have a strong presence

CFO

Our CFO programmes continue to go from strength to strength. We have increased the number of caseworkers so are able to support more prisoners in engaging in support and moving towards the labour market. Our mentoring programme across the South East has delivered over 50% more interventions than contracted for as take up remains high.

Within the activity hubs staff continue to provide support for people needing advice and support around their family, parenting and relationship needs as well as social integration.

We have been able to work with partners across our programmes to develop models which are service user lead and focused to achieve the best possible outcomes.

We continue to work with partners to innovate and prepare for the forthcoming tendering round for the new CFO Evolution which replaces the programmes in 2024.

Probation

Probation services continue to run well and strong relationships are in place within the supply chains in which we operate.

Whilst referral levels continue to be lower than anticipated we are able to provide a high quality service that is tailored to meet service user needs with the teams involved in the Operational Assistance and Assurance Group (OSAG) audits.

Nationally, market engagement events are starting to commence for the new rounds of contracting from 2024.

Restricted Funding

Pact runs a range of innovative programmes via Government, Corporates and Trust & Foundations grants. Particular examples include:

- Routes to Change: developing a model of good practice for different aspects of family and relationship focused programmes to support system change in the way that families are viewed.
- Prisoners Families Helpline and Communications Gateway: Pact successfully retendered for the helpline and website and has been awarded a further grant to continue to run these services and develop their capacity. In particular, we have seen the significant benefits reaped of greater publicity and visibility with over 36,000 contacts made. A busy year ahead is planned with the roll out of the pilot programme under our Communications Gateway grant to ensure this is in place for all prisons across the UK.
- Together a Chance: piloting Social Workers in two women's prisons (Eastwood Park and Send) for the first time. In June the University of Cardiff published its [Interim Evaluation report](#) setting out the impact of the project.
- Over the past 12 months funding from Awards for All Wales has allowed us to run 'Hear Our Voice' within the prison supporting Families' Forums and developing our relationship with the Courts and Schools around HMP Swansea. On the back of this we have been able to secure funding from Awards for All England to roll this out across our South Yorkshire prisons and through the Sony Music Foundation in three East Midlands prisons.

Corporate Development

Development Plan to strengthen our capacity for future growth and to ensure that we can continue to maintain standards of excellence. We created a Designated Fund for this purpose, as previously reported. During the year, we drew down the funding to strengthen our operations in Finance, HR, Health and Safety, and Data Protection. In the year, we were pleased to recruit two new colleagues to the Senior Leadership Team. Suzanne Davies joined us as our Director of Finance and IT and the Nick Mann, new Director of Communications and Engagement.

Looking to the future

We fully recognise the very serious global and economic difficulties, including the cost-of-living crisis, spiralling inflation, and the environmental challenges of global warming, which are likely to have a major impact on economies. The tragic war in Ukraine, and other wars and crises, continue to create a sense of fear and anxiety. We live in difficult times. Within our own specialist and often hidden environment, we face unprecedented challenges. In every sector within the world of criminal justice we are facing a workforce crisis, from the courts and industrial action by

Barristers, to the staffing crisis within the Prison Service, to a major shortfall of probation officers. Political changes and uncertainty, and the merry-go-round of Ministerial appointments creates a risk of inertia and anxiety within the system. While we remain clear-eyed about these many challenges, most of which are far beyond our control, our focus remains on the needs of the people we serve, and on what we can do to offer them hope, care, and the chance of living good lives.

In 2023/24, the main focus of our activities will be to:-

- Ensure the beneficiaries of the new FaSOS contracts receive an excellent level of support and we continue to work with HMPPS colleagues to develop and refine our service offer in light of identified needs.
- Expand the criminal justice healthcare contracts into new areas
- To be successful with a range of partnerships under the next generation of the CFO contracts and to ensure we continue to support those hard to reach prisoners.
- Probation contracts continue to develop, as we prepare for the new round of contracting.
- We continue to find restricted funding to support our imaginative and proactive programme to deliver better outcomes for prisoners and their families.
- We continue to use technology to strengthen our corporate operations and 2023/24 will be a year where further technology is introduced

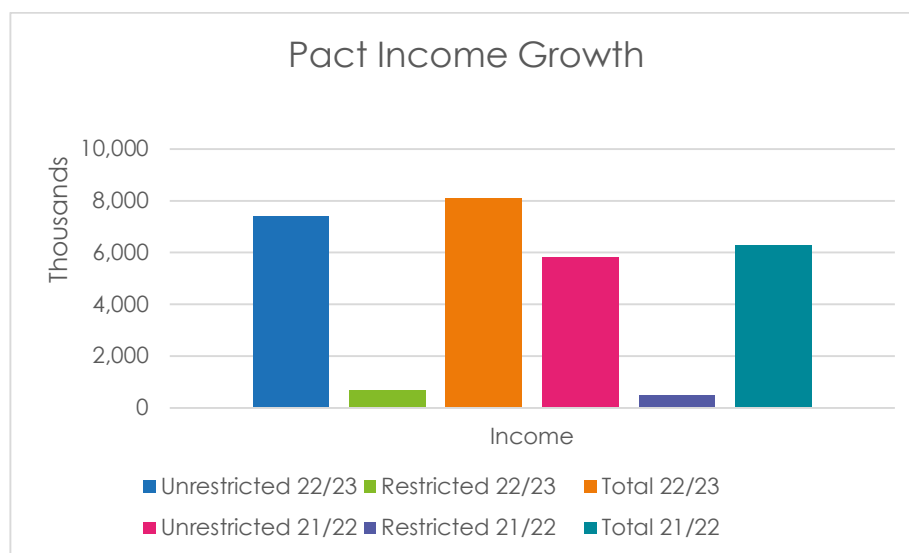
Our Supporters

We continue to enjoy fruitful relationships with philanthropic foundations, parishes, individual supporters, and corporate partners, which enable us to continue to innovate and test out new ideas, while simultaneously providing basic caring services that respond to the immediate emergencies facing people who are on the very margins of society.

We also continue to be blessed by the kindness and encouragement of the Church and of so many faith communities and people of faith who share our sense of mission, and our understanding of the Gospel call to action 'I was in prison, and you visited me.'

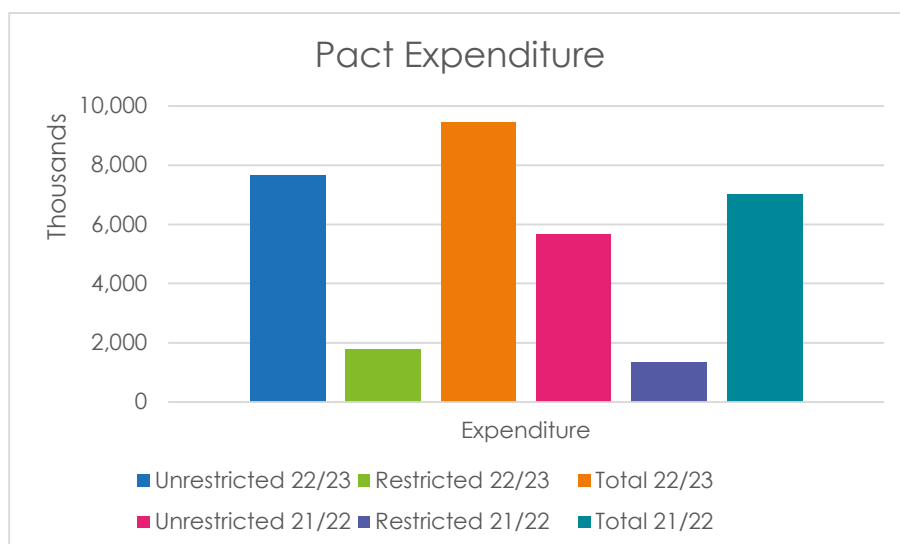
Financial Review

Income for the year totalled £8,089,000 (2022: £6,275,000), which comprised of unrestricted funds of £7,405,000 (2022: £5,797,000) and restricted funds of £684,000 (2022: £478,000). Hence, income has increased in both unrestricted and restricted categories.



Unrestricted income grew significantly as Pact was successful in bidding for Ministry of Justice contracts. Hence, from 1 October 2022, Pact operates in 65 Prisons, increasing our footprint by 24 Prisons. Restricted income consists of multi-year grants which are recognised on award for the full grant period, rather than when the grant is utilised, which is in accordance with financial regulations.

Expenditure totalled £9,462,000 (2022: £7,017,000) which comprised of unrestricted expenditure of £7,674,000 (2022: £5,673,000) and restricted of £1,788,000 (2022: £ 1,344,000). The increase in expenditure indicates our increased activity associated with the new contracts won and commenced on 1st October 2022. The growth in restricted expenditure demonstrates the growth in activity on the multi-year grants won in earlier years.



The result for the year was a deficit of £289,000 on unrestricted funds and a spend down of restricted funds £1,104,000. The unrestricted deficit represents the use of the Designated Development Fund (see note 11) and was budgeted and agreed by the Senior Leadership Team and Trustees. The Designated Development Fund is being used to develop the sustainability of Pact with the associated central infrastructure .

Although cash and short-term deposits decreased to £2,261,000 on 31 March 2023 (2022: £2,672,000), investments have increased to £503,000 (2022: £423,000) giving the charity a sound financial platform for 2023/24.

In April 2023, a financial fraud committed by a member of our Finance team against the charity was discovered by our Finance Director. Internal investigations revealed that this had occurred over a three-year period up to December 2022, at which time, Pact had introduced new processes and financial controls. The fraud was immediately reported to the CEO, who promptly notified the Board and the police. The CEO reported it as a serious incident to the Charity Commission, using the formal S.I.R. process. The Charity Commission have confirmed that the charity's trustees are managing the situation appropriately. It was also reported to relevant commissioners and funders in line with grant agreements. The method taken to defraud the charity consisted of a "fake" IT supplier being created to receive fraudulent payments, with a sophisticated set of false documents to make the payments appear legitimate. It was initiated during the period when Government Covid regulations barred staff from the charity's central office, and when it was necessary for Pact to invest heavily in new IT equipment at pace, to facilitate remote working. Over the three years the fraud amounted to £163,000. The fraud's discovery was a result of Pact's new controls and stronger financial management brought in through use of the Development Fund to enhance our central functions. The specific circumstances that surrounded the fraudulent activity have been reviewed by the Senior Leadership Team and the Trustees. We have reviewed our internal systems and processes, and our accounting and banking arrangements. Immediate steps have been taken to minimise the risk of recurrence, and a 'Lessons Learned' document has been compiled as the basis for further improvements to be made. The upcoming further technological enhancements, such as improved banking facilities and a next generation finance system, will further enhance the robustness of the organisation's anti-fraud controls. The perpetrator was dismissed on the grounds of Gross Misconduct, and following a trial, was given a suspended sentence and ordered to repay £100,000 to the charity in monthly instalments. Pact have also initiated a civil claim.

Reserves and reserves policy

The Trustees recognise that Pact needs to hold a certain level of free reserves. This is to cover areas for which it is difficult to secure funding, such as innovative research and service user participation, as well as to mitigate the risk of lower income or higher costs than expected. The main risks arise from the need to cover unfunded exit costs on projects and services coming to an end, failure to achieve expected income targets from fundraising, failure to achieve expected results on payment-by-results contracts, unexpected delays to new projects and services, unexpected reductions in value of existing projects and services, and potential legal fees and bad debts.

The Trustees have reviewed the level of reserves required to cover these eventualities. In line with good practice, they have opted to link the target level of free reserves directly to a detailed analysis of the risks, the likely impact of those risks, and the probability of them occurring. This translates to an optimum free reserves level between £946,000 and £1,090,000. The actual free reserves level on 31 March 2023 was £935,000 (2022: £957,000). The Trustees recognise the reserves are only just within the optimum level of reserves. Hence, the Trustees continue to control costs, have set a small deficit budget, and continue to pursue continued growth. They will keep the optimum free reserves level under review as Pact's activity and risk levels change.

Our reserves policy considers the commercial risks we need to manage as a charity and our target level of free reserves adjusts according to changing risks and our growth in income and costs. We continue to tightly control our expenditure, actively work with the Ministry of Justice to keep overdue debts to a minimum, set fully costed and realistic budgets, and focus on generating income from a wide range of sources, including donations and core grants as well as new contracts for services.

The use of the going concern basis of accounting is appropriate because there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of Pact to continue as a going concern.

The Board regularly reviews Pact's work to ensure that maximum benefit is gained from the limited resources at our disposal and the effort of both staff and voluntary supporters.

Investment policy

Under Pact's articles of association, the Board have the power to invest in such assets as they see fit. The objective, as outlined in Pact's investment policy, is to produce the best financial return from Pact's investments at an acceptable level of risk. For short-term reserves, the aim remains to preserve the capital value with a minimum level of risk, with assets being readily available to meet unanticipated cash-flow requirements at short notice. This will be balanced by gradual investment in longer-term reserves as and when funds become available. The long-term aim is to generate an above-inflation return while generating an income to support Pact's ongoing activities. The Trustees recognise that the investment market has shown some level of volatility but are confident that the investments will be used to sustain the Charity over the medium to long term.

Pact invests as far as possible in line with its charitable aims, endeavouring to balance maximising income for our work with our wider social responsibilities as a charity operating in accordance with Catholic Social Teaching. Our preference is for investments that help to maintain wellbeing for the economic, social, and natural environments, as expressed in the appeal by Pope Francis, *Laudato Si' (On Care for our Common Home)*. We are also guided by the principle of solidarity with those who are poor and marginalised and seek social justice.

Fundraising

During the financial year to 31 March 2023, Pact raised more than **£1,300,000** to support prisoners, people with convictions, their children and families. Funds raised provided much-needed support for Pact's core services, as well as new projects.

We do not make use of any commercial third parties or agents to raise funds for the charity, nor do we pay any commission or bonuses to our staff or volunteers who work hard to raise our funds. We are registered with the Fundraising Regulator, the independent regulator of charitable fundraising in England, Wales and Northern Ireland. We abide by the Fundraising Code and Standards as set out by this body. We have received no complaints regarding our fundraising activities during the year.

We are incredibly grateful to the many trusts, foundations, companies, statutory organisations, parishes, and individuals who have been so generous in their support of Pact's work over the past year, including those listed below, as well as others who prefer to remain anonymous.

As ever, we thank them for the many ways in which they have shown their commitment to us, and for their encouragement and their shared understanding of the importance of our work.

Trusts and Foundations

1772 Charity (Debtors' Relief Funds Charity)

Albert Hunt Trust

Barrow Cadbury Trust

BBC Children In Need

Bell Foundation

Belpech Trust

Benefact Trust

Casa Stella Trust

Charles Hayward Foundation

Charlotte Marshall Charitable Trust

CHK Foundation

City Bridge Trust

Clinks & Criminal Justice Wales

Colyer-Fergusson Charitable Trust

Comic Relief

Community Foundation for Surrey

David Isaacs Fund

Drapers' Charitable Fund

Edith Bessie Gibson Trust

Edith Murphy Foundation

Edward & Dorothy Cadbury Trust

Eleanor Rathbone Charitable Trust

Esmée Fairbairn Foundation

Eveson Trust

Florence Turner Trust

Prison Advice & Care Trust (Pact)**Trustees' report and accounts for the year ended 31 March 2023**

Forest Hill Charitable Trust
Garfield Weston Foundation
Give for Good Russell Family Charitable Trust
Grantham Yorke Trust
Hadley Trust
Hanley Trust
Harold Hyam Wingate Foundation
Helen Jean Cope Charity
Inner London Magistrates Court's Poor Box Charity
Jeanne Marie Gunn Trust
Jerusalem Trust
John Lyon's Charity
Jones 1986 Charitable Trust
Lawson Trust

Leigh Trust
Liz and Terry Bramall Foundation
London Catalyst Fund
London Housing Foundation
Marsh Charitable Trust
Mary Homfray Charitable Trust
Maurice And Hilda Laing Charitable Trust
Michael Marsh Charitable Trust
Moondance Foundation
National Lottery Community Fund
Our Lady of Fatima Trust
Rayne Foundation
Redbreast Trust
Rhododendron Trust
ShareGift (Orr Mackintosh Foundation Ltd)
Sheriffs' & Recorder's Fund
Simon Gibson Charitable Trust
Simpson Foundation
Sir Halley Stewart Trust
Sir Harold Hood's Charitable Trust
Sir James Roll Charitable Trust
Sir Pierce Lacy Charity Trust
Sisters of the Holy Cross Charitable Trust
Sisters of St Joseph of Peace
Smallwood Trust
Souter Charitable Trust
Swire Charitable Trust
Sylvia Adams Charitable Trust
Vintners' Charity
Volant Charitable Trust
Westhill
White Oak Charitable Trust

Woodhaven Trust
Zochonis Charitable Trust

Corporate Supporters

Alson & Bird
BlackRock
CCLA Investment Management
Croudace Homes Group
London Stock Exchange Group
Matrix Chambers
Mind Gym
Pinsent Masons
Spectrum Community Health
Unilink Software
Voluntary Solidarity Fund

Key Risks

In 2022/23 our focus was on building back post the global pandemic across our wide range of services and supporting the expansion of our family services growth. The key three risks which we are managing are as follows:

- Staff recruitment and retention, which remains challenging, especially in areas where there is high competition for staff reflecting the cost-of-living crisis and UK shortage of labour.
- The health and safety, wellbeing and mental health of our staff, volunteers, service users, and HMPPS colleagues, within a high-pressure environment.
- The risk to data and of cyber attack where the environment and the threats are continuously becoming more sophisticated.

Additional key organisational risks which Trustees continue to monitor are:-

- Ensuring that we continue to focus on our charitable mission and stay true to our values and culture as we grow and develop within a justice sector that has become increasingly market-driven and under strain.
- Protecting our brand to ensure we continue to provide a high level of service in an environment of cost cutting.
- Ensuring Pact remains financially stable in a period of growth and expansion into new areas of activity.

Risk register

The Trustees and Senior Leadership Team (SLT) continued to work together to maintain and review a corporate risk register that identifies the principal and significant risks facing us.

As with previous years, risks were grouped against our strategic objectives with each SLT member responsible for the oversight of the risks in their area. All risks are reviewed by the SLT with key organisational risks shared with the Board.

Our risk register is a living document that is part of our strategic planning pack and is reviewed twice a year and updated by the Deputy CEO and reviewed by our SLT and Board. Our risk register also forms a central part of our ISO 27001 compliance and audit and is subject to external scrutiny.

Risks are assessed by probability and impact, and we put strategies in place to minimise the likelihood of their occurrence where possible and to mitigate their impact should they occur.

We are committed to being a learning organisation, and so the Board and SLT regularly review what can be learned from the challenges we face and how we can make things work better in the future. Lessons learned are fed into our process of reviewing our policies and procedures, training, management, and recruitment practices.

Pact Futures CIC

Our wholly owned subsidiary, Pact Futures CIC (Community Interest Company) was merged into Pact on 30th June 2023. The Boards of both Pact Futures and Pact decided that the two organisations aligned and hence were merged into one company. The activities of Pact Futures have continued within Pact.

We were delighted that Carolyn Robertson rejoined Pact's Board of Trustees and that Jim Horsted has moved across and become a Pact Trustee and now Vice Chair.

Our thanks go out to our Non-Executive Directors for all their time and effort in supporting Pact Futures CIC; in particular Adrian Masters, our Chair, and Christine Chang, Director and Finance Lead who have stepped down from their Directorships.

Structure, governance, and management

Pact is a charitable company limited by guarantee and governed by its memorandum and articles of association as amended by special resolutions dated 18 April 2000, 18 July 2012 and 17 May 2023. Pact started operating in 1898 as the Catholic Prisoners' Aid Society and was incorporated on 1 September 1939.

The Board is Pact's governing body and is responsible for establishing Pact's policies in relation to the furtherance of its charitable objectives. There are between six and 15 Trustees on the Board and new Trustees are appointed by existing Trustees from time to time, based on a process of regular review of the capabilities and expertise of the Board, and the evolving needs of the charity. Prospective Trustees are interviewed and invited to submit an application, and if this is approved at a Trustee meeting, they are initially invited to attend a Board meeting on a co-opted basis. An induction pack is provided which, together with meeting the CEO and Chairman, visits to projects and Central Office, and background reading, form a comprehensive introduction to the charity.

The Board has a clear governance role, approving the strategy and annual budgets. Trustees ensure risk is well understood and managed, and that the charity is operating legally, that we are maximising our income, and operating in full compliance with our charitable objectives, ethos, and values. The Board appoints and delegates the delivery of the strategy and management of the operation of the charity to the CEO, who in turn appoints and manages the Senior Leadership Team, advises the Board, and provides direction and leadership for the staff and volunteers. The Board and CEO work in a spirit of partnership to develop strategy, review performance, and ensure that we maximise our impact for our beneficiaries, drawing on consultation with our service users, volunteers, staff, and key stakeholders.

A sub-committee of the Board, the Remuneration Committee, is responsible for setting the CEO's pay. The Remuneration Committee takes into account the responsibilities of the role and the need to set a competitive salary compared to organisations of a similar size and scope to Pact, balanced against what is affordable for Pact. The CEO is, in turn, responsible for setting the pay of other Senior Leadership Team members (Deputy Chief Executive, Director of Services, Assistant Director of Services, Director of Human Resources and Workforce Development, and Director of Finance & ICT and Director of Communications). This involves maintaining a job evaluation system to account for the responsibilities of each role and periodically carrying out external benchmarking against similar roles, using an external consultant to assist with this process where required.

A further sub-committee of the Board, the Finance and Business Development Committee, scrutinises Pact's financial affairs including annual budgets and reforecasts, management accounts, tax matters, investment decisions, and financial and accounting policies. The committee also liaises with the auditor and reviews the performance of Pact's external investment advisers.

Trustees have adopted the practice of monitoring and recording individual Trustee attendance at general meetings. The attendance register is available on request.

During the year, the Board, with the assistance of the CEO, began to review its governance practices, and considered matters such as maximum periods and terms of office for Trustees, the method of appointment of officers of the Board and Trustee self-assessments. The Board also considered succession planning within the Board, and explored how the charity's strategic development and evolution might best be supported by the mix of talents, experience, and perspectives of the Trustee body. This work will continue into 2023/24.

Statement of Trustees' responsibilities

The Trustees, who are also the Directors of Pact for the purposes of company law, are responsible for preparing the Trustees' report and accounts in accordance with applicable law and United Kingdom accounting standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of Pact and of the incoming resources and application of resources, including the income and expenditure, of Pact for that period.

In preparing those accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (Statement of Recommended Practice);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts;
- prepare the accounts on a going concern basis unless it is inappropriate to assume that Pact will continue on that basis.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of Pact and which enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of Pact and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware:

- there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on Pact's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislations in other jurisdictions. In approving this Trustee Report, the Trustees are also approving the Strategic Report included herein in their capacity as Company Directors.

Approved by the Board of Trustees on 20th September 2023 and signed on its behalf by

Phil Taylor

Andy Keen-Downs

Phil Taylor OBE
Chair

Andrew Keen-Downs
Company Secretary

Independent Auditor's Report to the Members of Prison Advice and Care Trust

Opinion

We have audited the consolidated financial statements of Prison Care and Advice Trust for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Company Balance Sheets, the Consolidated Statements of Cash Flows, 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 Financial Reporting Standard 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 group's and of the parent charitable company's affairs as at 31 March 2023 and of the group's and parent charitable company's net movement in funds, including the 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.

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 group 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 group'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 trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report, the Report of the CEO and the Report of the Chairman. 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 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' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have 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 group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company 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.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 20 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 group's and the parent 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 group or the parent 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

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

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:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to employment law, health and safety regulations and safeguarding, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to recognition of income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission, or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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 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 anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Lee Stokes

Lee Stokes

(Senior Statutory Auditor)

10 Queen Street Place

For and on behalf of Haysmacintyre LLP, Statutory Auditor

EC4R 1AG

London

Date: 27th September 2023

Prison Advice & Care Trust (Pact)

Consolidated statement of financial activities (including consolidated income and expenditure account) for the year ended 31 March 2023

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total 2023 £'000	<i>Total 2022 £'000</i>
Income from:					
Donations and legacies	2	425	-	425	354
Charitable activities		6,965	684	7,649	5,920
Investments		15	-	15	1
Total income		<u>7,405</u>	<u>684</u>	<u>8,089</u>	<u>6,275</u>
Expenditure on:					
Raising funds		234	-	234	228
Charitable activities:					
Building stronger families and safer communities		4,078	894	4,972	3,679
Reducing risk of harm to prisoners and their children		2,237	572	2,809	2,059
Removing barriers and increasing awareness in public services		675	197	872	633
Influencing commissioning, policy and legislation		450	125	575	418
Total expenditure	3	<u>7,674</u>	<u>1,788</u>	<u>9,462</u>	<u>7,017</u>
Net gains/(losses) on investments	8	(20)	-	(20)	8
Net (Expenditure)		(289)	(1,104)	(1,393)	(734)
Funds brought forward at 1st April 2022		1,595	2,579	4,174	4,909
Funds at 31 March 2023	13	<u>1,306</u>	<u>1,475</u>	<u>2,781</u>	<u>4,175</u>

All of the above results derive from continuing activities. All gains and losses recognised in the year are included above. Full comparative figures for the year ended 31 March 2022 are shown in note 18. Notes 1 to 18 form an integral part of these accounts.

Prison Advice & Care Trust (Pact)

Consolidated and charity balance sheets as at 31 March 2023

		Group		Charity	
	Note	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Fixed assets					
Tangible assets	7	7	11	7	11
Investments	8	503	423	504	514
		<u>510</u>	<u>434</u>	<u>511</u>	<u>525</u>
Current assets					
Stocks		-	13	-	13
Debtors	9	1,423	2,294	1,423	2,300
Short-term deposits		2,250	1,972	2,250	1,972
Cash at bank and in hand		11	700	11	133
		<u>3,684</u>	<u>4,979</u>	<u>3,684</u>	<u>4,418</u>
Creditors: amounts falling due within one year					
	10	<u>1,413</u>	<u>1,238</u>	<u>1,413</u>	<u>945</u>
Net current assets					
		<u>2,271</u>	<u>3,741</u>	<u>2,271</u>	<u>3,473</u>
Net assets					
		<u>2,781</u>	<u>4,175</u>	<u>2,782</u>	<u>3,998</u>
Funds					
Unrestricted general funds		1,189	1,169	1,190	1,031
Unrestricted designated funds	11	117	427	117	388
Restricted Funds	12	1,475	2,579	1,475	2,579
Total charity funds					
	13	<u>2,781</u>	<u>4,175</u>	<u>2,782</u>	<u>3,998</u>

The accounts were approved and authorised for issue by the board of trustees on 20 September 2023 and signed on its behalf by

Chair

Treasurer

Company no. 356443

The parent company alone, and including restricted, had total income of £7,815,000, total expenditure of £9,459,000, net gain on acquisition of PactFutures of £449,000, net loss on investments of £20,000, and net loss of £1,215,000. Notes 1 to 18 form an integral part of these accounts.

Prison Advice & Care Trust (Pact)

Consolidated and charity statement of cashflows for the year ended 31 March 2023

		Group		Charity	
		2023	2022	2023	2022
	Note	£'000	£'000	£'000	£'000
Cashflows from operating activities	19	(325)	217	151	141
Cashflows from investing activities					
Interest income		15	1	15	1
Purchase of fixed asset investments		(100)	(300)	(100)	(300)
Cash provided by/(used in) investing		(85)	(299)	(85)	(299)
Increase/(decrease) in cash and cash equivalents in the year		(410)	(82)	66	(158)
Cash and cash equivalents at the beginning of the year		2,671	2,753	2,104	2,262
Cash and cash equivalents at the end of the year		2,261	2,671	2,170	2,104

Notes 1 to 18 form an integral part of these accounts.

1. Accounting policies

The principal accounting policies adopted are as follows:

1.1 Basis of accounting

The accounts 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) (SORP FRS 102), FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Companies Act 2006.

Pact meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

During the year Pact acquired its subsidiary company Pact Futures Community Interest Company. The transactions prior to the acquisition have been consolidated on a line-by-line basis. Further details of the acquisition are laid out in Note 8.

1.2 Going concern

The trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern.

1.3 Critical accounting judgements and estimates

In preparing these accounts, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the accounts. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. No critical judgements were required.

1.4 Income

Income from donations, appeals and legacies is included in the income and expenditure account when received. Other income is credited to the income and expenditure accounts when it becomes receivable. Income is deferred only if Pact has to fulfil conditions before becoming entitled to it or if the donor has specified that it be expended in a future period.

1.5 Expenditure

Expenditure is included in the income and expenditure account on an accruals basis. Expenditure incurred on activities falling directly within one cost category is attributed to that category. Expenditure that involves more than one cost category is apportioned on a reasonable, justifiable and consistent basis to the categories involved.

1. Accounting policies (continued)

1.6 Fund accounting

Unrestricted general funds are donations, appeals, legacies and other incoming resources receivable for the objects of the charity without further specified purpose laid down by FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Companies Act 2006.

Unrestricted designated funds are amounts that have been put aside at the discretion of the trustees out of unrestricted general funds for specific future purposes or projects.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management and support costs.

1.7 Tangible fixed assets and depreciation

Individual tangible fixed assets costing £1,000 or more are capitalised at cost and depreciated.

Depreciation is provided in order to write off each asset over its estimated useful life at the following rates:

Leasehold Improvements	over the life of the lease
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Office furniture and equipment	over 4 years
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1.8 Stock

Stock consists of goods for resale and is valued at the lower of cost or net realisable value

1.9 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment

1.10 Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

1.11 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

1.12 Operating leases

Rentals payable under operating leases are charged to income and expenditure account as incurred.

1. Accounting policies (continued)

1.13 Pension costs

Pact participates in a group stakeholder defined contribution scheme with Scottish Widows. The pensions cost recognised in the accounts equals the contributions payable to the scheme.

1.14 Redundancy and termination costs

Pact recognises employee redundancy and termination costs in full on the date the redundancy or termination is confirmed.

2. Donations and legacies	2023 £'000	2022 £'000
Donations	240	223
Legacies	185	131
	425	354

3. Total Expenditure

	Direct staff costs £'000	Other direct costs £'000	Support costs £'000	Total 2023 £'000
Raising funds	182	51	1	234
Charitable activities				
Building stronger families and safer communities	3,794	842	336	4,972
Reducing risk of harm to prisoners and their children	2,136	474	199	2,809
Removing barriers and increasing awareness in public services	661	147	64	872
Influencing commissioning, policy and legislation	436	97	42	575
Total expenditure	7,209	1,611	642	9,462

3. Total expenditure (continued)

Comparative figures for the year to 31 March 2022 are as follows:

	Direct staff costs	Other direct costs	Support costs	2022 Total
	£'000	£'000	£'000	£'000
Raising funds	181	33	14	228
Charitable activities				
Building stronger families and safer communities	2,852	586	241	3,679
Reducing risk of harm to prisoners and their children	1,599	323	137	2,059
Removing barriers and increasing awareness in public services	492	98	43	633
Influencing commissioning, policy and legislation	325	65	28	418
Total expenditure	5,449	1,105	463	7,017

2023 2022
£'000 £'000

Net income/expenditure is stated after charging:

Auditor's remuneration – audit fees	22	17
Depreciation	4	4

Support costs includes governance costs of £30,000 (2022: £26,000), including staff costs of £8,000 (2022: £9,000) and audit fees of £22,000 (2022: £17,000).

4. Staff costs

	2023 £'000	2022 £'000
Salaries	6,541	5,117
Social security costs	505	240
Pension costs	162	92
	7,208	5,449

Salaries include redundancy and termination costs of £61,000 (2022: £12,000).

4. Staff costs (continued)

The average full-time equivalent number of employees was:

	Group	<i>Group</i>	Charity	<i>Charity</i>
	2023	<i>2022</i>	2023	<i>2022</i>
	No.	<i>No.</i>	No.	<i>No.</i>
Charitable and development	193	<i>181</i>	185	<i>154</i>
Administration and fundraising	25	<i>12</i>	25	<i>12</i>
	218	<i>193</i>	210	<i>166</i>

The average headcount was 294 for the group (2022: 251) and 285 for the charity (2022: 216).

The number of employees who earned over £60,000 in the following range was:

	2023	<i>2022</i>
	No.	<i>No.</i>
£90,001 - £100,000	1	<i>-</i>
£80,001 - £90,000	1	<i>1</i>
£70,001 - £80,000	2	<i>1</i>
£60,001 - £70,000	2	<i>1</i>

Pension costs of £20,000 (2022: £11,000) were incurred for these employees.

The senior leadership team over the year to 31 March 2023 had the following members:

Post	Post-holder
Chief Executive	Andrew Keen-Downs
Deputy Chief Executive and Managing Director of Pact Futures	Ellen Green
Director of Finance & ICT	Suzanne Davies from 4th April 2022
Director of Services	Tina Parker
Director of Human Resources and Workforce Development	Stephanie Stevenson
Director of Communications	Nick Mann from 26th June 2022
Assistant Director of Services	Joanne Mulcahy

Remuneration and benefits paid to the senior leadership team during the year totalled £586,000 (2022: £431,000).

5. Trustees' remuneration

No member of the board received any remuneration during the year (2022: none).

During the year, 3 trustees received reimbursement of travel expenses amounting to £615 (2022: 7 trustees received reimbursement of £1,440).

6. Taxation

All income received by Pact comes within the exemptions as set out in section 505 of the Income and Corporation Taxes Act 1988 and Pact is therefore not subject to corporation tax.

7. Tangible fixed assets

	Leasehold improve- ments £'000	Office furniture & equipment £'000	Total £'000
Group and charity			
<i>Cost</i>			
At 1 April 2022 and at 31 March 2023	40	2	42
<i>Accumulated depreciation</i>			
At 1 April 2022	29	2	31
Charge for year	4	-	4
At 31 March 2023	33	2	35
<i>Net book value</i>			
At 31 March 2023	7	-	7
<i>At 31 March 2022</i>	<i>11</i>	<i>-</i>	<i>11</i>

8. Investments

	At 1 April 2022 £'000	Additions £'000	Net gains/ (losses) £'000	Acquisition of subsidiary £'000	At 31 March 2023 £'000
Group					
Listed investments	423	100	(20)	-	503
Charity					
Acquisition of subsidiary-see note 8 cont.	91	-	-	(90)	1
Listed investments	423	100	(20)	-	503
	514	100	(20)	(90)	504

8. Investments (cont)

Pact Futures Community Interest Company (CIC) is a wholly-owned subsidiary of Pact, company number 9248698. As at 31 March 2023, Pact Futures CIC owed Pact £0 (2022: £234,000).

Balance sheet of Pact Futures CIC at 31st March

	2023	<i>2022</i>
	£'000	<i>£'000</i>
Total assets	1	<i>795</i>
Total liabilities	-	<i>528</i>
	1	<i>267</i>

On 30th June 2022 the activities of Pact Futures Community Interest Company (CIC) is a wholly-owned subsidiary of Pact, were merged with the Group Company Prison Advice & Care Trust.

The transaction was accounted for in accordance with merger accounting principals and the fair values have been recognised.

Included in the above were cash and bank balances of £436,000. Also included was a balance of £105,000 owed to the Prison Advice and Care Trust.

The Fair Value of the assets and liabilities as at the date of merger of Pact Futures CIC on the date of merger on 30th June 2023 were as follows:-

	2023
	£'000
Debtors	310
Cash in Bank and in Hand	436
Trade Creditors	(2)
Deferred Income	(323)
Social Security and other Taxes	(20)
Owed to group undertakings	(105)
Accruals	(23)
	273

Prison Advice & Care Trust (Pact)

Notes to the accounts for year ended 31 March 2023

9. Debtors

	Group	<i>Group</i>	Charity	<i>Charity</i>
	2023	<i>2022</i>	2023	<i>2022</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
Trade debtors	778	337	778	109
Owed by group undertakings	-	-	-	234
Prepayments and accrued income	645	1,957	645	1,957
	<u>1,423</u>	<u>2,294</u>	<u>1,423</u>	<u>2,300</u>

10. Creditors: amounts falling due within one year

	Group	<i>Group</i>	Charity	<i>Charity</i>
	2023	<i>2022</i>	2023	<i>2022</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
Unsecured loan	-	61	-	61
Trade creditors	70	111	70	111
Social security & other taxes	254	240	254	220
Other creditors	32	24	32	24
Accruals	277	182	277	164
Deferred income	780	620	780	365
	<u>1,413</u>	<u>1,238</u>	<u>1,413</u>	<u>945</u>

The movement on deferred income relates to contracts for services to be provided on or after 1 April 2023, as follows:

	2023	<i>2022</i>	2023	<i>2022</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
At 1 April 2022	620	627	365	555
Released during the year	(250)	(237)	(250)	(237)
Deferred during the year	410	230	665	47
At 31 March 2023	<u>780</u>	<u>620</u>	<u>780</u>	<u>365</u>

11. Unrestricted designated funds

The charity's funds include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	At 1 Apr 2022	Funds spent	Transfer (to) unrestricted general funds	At 31 Mar 2023
Group	£'000	£'000	£'000	£'000
Fixed asset reserve	11	-	(4)	7
Through the gate delivery fund	39	-	(39)	-
Development fund	377	-	(267)	110
	<u>427</u>	<u>-</u>	<u>(310)</u>	<u>117</u>
Charity				
Fixed asset reserve	11	-	(4)	7
Development fund	377	-	(267)	110
	<u>388</u>	<u>-</u>	<u>(271)</u>	<u>117</u>

The *fixed asset reserve* represents the value of reserves attributable to tangible fixed assets and has been set up to assist in identifying those funds that are not part of free reserves.

The *through the gate delivery fund* was contract income earned from services delivered which remained available to reinvest in enhancing services offered. The trustees designated this fund to allow Pact to work with more service users and to enable changes to service delivery resulting from the Covid-19 pandemic. This funding has now been fully utilised to support our welfare grants team during the transition period into new Probation contracts, to support service user participation and involvement in the development of new services, and to strengthen our groupwork and one-to-one structured interventions in light of our new Probation services.

The *development fund* was designated to invest in sustaining the quality of services delivered and providing the foundations of the next stages of Pact's growth. This is being achieved by prudently investing in infrastructure to free up frontline practitioners to do what they do best in supporting prisoners and their families, which includes increased staff support on health and safety, data protection and human resources as well as finance system improvements. The funds are expected to be fully utilised by March 2024 in line with our corporate development plan

12. Restricted funds

Group and charity	At 1 Apr 2022 £'000	Income £'000	Costs £'000	At 31 Mar 2023 £'000
Early intervention support for families (1)	35	37	34	38
Supporting families affected by imprisonment (2)	201	67	170	98
Supporting children and young people affected by imprisonment (3)	625	228	474	379
Providing groupwork and learning opportunities (4)	-	47	13	34
Supporting volunteering (5)	233	44	152	125
Furthering rehabilitation in prisons and communities (6)	1,272	177	763	686
Providing welfare grants (7)	57	74	74	57
Supporting resettlement (8)	156	10	108	58
	<u>2,579</u>	<u>684</u>	<u>1,788</u>	<u>1,475</u>

Notes

- 1 **Early intervention support for families** covers our programmes supporting prisoners' families from the first and critical stages of their involvement with the criminal justice system. During the year these included our Courts Service in Swansea funded by the Mary Homfray Charitable Trust, and our Courts service in London funded by the Inner London Magistrates Court's Poor Box Charity, Matrix Chambers, and Simmons and Simmons.
- 2 **Supporting families affected by imprisonment** covers our programmes helping families to cope practically and emotionally with the devastating impact of the arrest and imprisonment of a loved one and to increase awareness of how the criminal justice system affects lives, families and communities. These include:
 - i. *National Family Services*, a befriending, peer support and casework programme funded by the Garfield Weston Foundation, the Swire Charitable Trust and the London Stock Exchange Group (LSEG)
 - ii. *Peer Support Groups for young people affected by imprisonment*, funded by the London Stock Exchange
 - iii. *HMPPS Innovation Grant*, a strategic grant programme working with HMPPS Families and Safer Custody Team and NHS England to develop processes and a toolkit in custody to support the effective response to safer custody queries as well as upgrading the HMPPS Prisoners Families Helpline web portal to support effective triage and direction for family members
 - iv. *Voices for Change* enabling a team of Pact 'Ambassadors' to advocate for radical change to the criminal justice system, funded by the Bromley Trust
 - v. *Hear our Voice*, peer support and advocacy group for Wales funded by National Lottery Community Fund Wales

12. Restricted funds (continued)

- 3 Supporting children and young people affected by imprisonment** covers our programmes that increase awareness of, address, and mitigate the harmful effect of familial imprisonment on young lives and help break cycles of intergenerational offending. These include:
- i. *Visiting Mum* , two projects supporting children to maintain and build positive bonds with their mothers in prison: Visiting Mum at HMP Eastwood Park and HMP Styal is funded by Llywodraeth Cymru and HMPPS; Visiting Mum at HMP Downview is funded by Comic Relief
 - ii. *Together, a Chance* , piloting a new model of social work support in women's prisons, funded by the Sylvia Adams Charitable Trust
 - iii. *Time for Play* at HMP Nottingham funded by BBC Children in Need, the Sisters of St Joseph of Peace, and The Jones 1986 Charitable Trust
 - iv. *Kids' Club* at HMP Pentonville funded by BBC Children in Need
 - v. *Family Space* , creating a vibrant new prisoners', children's and families' hub inside HMP Wormwood Scrubs, funded by John Lyon's Charity
 - vi. *Playing for Real* at HMP Wormwood Scrubs, funded by the Drapers' Charitable Fund
 - vii. *Family Play* at HMP Send, funded by the Community Foundation for Surrey.
 - viii. *Dealt an Ace* at HMYOI Brinsford, piloting a specialist trauma-informed casework service for young men in custody, funded by the Barrow Cadbury Trust, Sir Halley Stewart Trust, Rayne Foundation, Eveson Trust, and others
 - ix. *Family Play* at HMP Gartree, funded by the Edith Murphy Foundation and The Florence Turner Trust
 - x. *Operation Elf*, Pact's annual campaign supporting prisoners to give a Christmas gift to their child
 - xi. *Reach Out*, a programme supporting children and young people affected by imprisonment at HMP Swansea and in South Wales, funded by the Moondance Foundation and the Masonic Charitable Foundation
- 4 Providing learning opportunities** covers our programmes offering structured, accredited education across family & relationships, social and emotional health, and more. This includes:
- i. *Building Bridges* , a project improving support and learning opportunities for prisoners that speak English as an additional language, funded by the Bell Foundation

12. Restricted funds (continued)

5 Supporting volunteering covers our programmes creating opportunities for individuals, churches and parishes to engage with volunteering opportunities at Pact and support those affected by imprisonment. These include:

- i. *Reasons to Care* , a national volunteering development project funded by Charles Hayward Foundation
- ii. *JustPeople* , a church and parish volunteering development project funded by Maurice & Hilda Laing Trust and the Jerusalem Trust, Benefact Trust and Westhill
- iii. *I Rise* , a project to embed student placements in three women's prisons to increase the provision of family support, funded by the Volant Charitable Trust
- vi. *Lived Experience Volunteering* , upskilling those with experience of custody to support others, funded by Blackrock and Clifford Chance
- v. *Annual Volunteer Awards*, funded by the Marsh Charitable Trust.

6 Furthering rehabilitation in prisons and communities covers our programmes providing personalised integrated rehabilitation and resettlement support to prisoners and their families, helping them to make a fresh start together. These include:

- i. *Routes2Change* at HMP Brixton
- ii. *Routes2Change* at HMP/YOI Isis
- iii. *Evaluation of Routes2Change* at HMP/YOI Isis
- iv. *Restore Aylesbury* , providing one-to-one restorative casework at HMP/YOI Aylesbury and funded by the CHK Foundation.
- v. *Race Equality Community Engagement Scheme for Wales* , funded by Clinks & Criminal Justice in Wales
- vi. *Prison Leavers' Project* , Pact will be working closely with the Nelson Trust, HMPPS & 8 other sector partners to support women at HMP Eastwood Park on their resettlement journey as part of the ONE Women's Centre programme funded by the Ministry of Justice's Local Leadership and Integration Fund
- vii. *Mental Health Injustice* , consultancy support to develop Pact's offer within the health & wellbeing market for those impacted by the criminal justice system, with a particular focus on women and ethnic minorities, funded by the Esmée Fairbairn Foundation
- viii. *Side by Side* , creating a plan to put family and relationships at the heart of criminal justice in Kent, funded by the Colyer-Fergusson Charitable Trust

12. Restricted funds (continued)

- 7 **Providing welfare grants** covers emergency support for prison leavers and their families to alleviate the devastating effects of poverty. This includes:
- i. *Welfare Fund for Kent* funded by the Colyer-Fergusson Charitable Trust
 - ii. *Welfare Fund for Women* funded by the Smallwood Trust and the Eleanor Rathbone Charitable Trust
 - iii. *Welfare Fund for London* funded by the David Isaacs Fund, the Vintners' Company, and the Sheriffs' & Recorder's Fund
 - iv. *Welfare Fund for Yorkshire* funded by the Liz and Terry Bramall Foundation
 - v. *National Welfare Fund* funded by the Albert Gubay Charitable Foundation, Albert Hunt Trust, the Austin & Hope Pilkington Trust, the Give for Good Russell Family Charitable Trust, and the 1772 Charity.
 - vi. *Welfare Fund for Children affected by imprisonment*, funded by donations as part of Big Give including support from the Voluntary Solidarity Fund
 - vii. *Welfare Fund for HMP Send* funded by the Woodhaven Trust
 - viii. *Welfare Fund for Wales* funded by the Simon Gibson Charitable Trust
- 8 **Supporting resettlement** covers programmes that provide holistic support to prison leavers in the critical days and months after they are released to aid their successful resettlement. This includes *Journeys to Freedom* supporting the resettlement of women leaving prison in London and Kent, funded by City Bridge Trust, the Colyer-Fergusson Charitable Trust, and London Housing Foundation.

Full comparative figures for the year ended 31 March 2022 are as follows.

Group and charity	At 1 Apr 2021 £'000	Income £'000	Costs £'000	At 31 Mar 2022 £'000
Early intervention support for families	34	49	48	35
Supporting families affected by imprisonment	487	(16)	270	201
Supporting children and young people affected by imprisonment	793	126	292	625
Supporting volunteering	227	78	72	233
Furthering rehabilitation in prisons and communities	1613	138	479	1,272
Providing welfare grants	38	103	84	57
Supporting resettlement	255	-	99	156
	<u>3,447</u>	<u>478</u>	<u>1,344</u>	<u>2,579</u>

13. Analysis of net assets between funds

Group	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 March 2023 are represented by:			
Tangible fixed assets	510	-	510
Current assets	2,209	1,475	3,684
Current liabilities	(1,413)	-	(1,413)
Net assets	1,306	1,475	2,781
Comparative figures as at 31 March 2022 are as follows:			
Tangible fixed assets	434	-	434
Current assets	2,400	2,579	4,979
Current liabilities	(1,238)	-	(1,238)
Net assets	1,596	2,579	4,175

14. Financial and other commitments

As at 31 March 2023, Pact had total commitments under operating leases as follows:

	Property £'000	Other £'000	Total £'000
Due within one year	88	2	90
Due within two to five years	45	-	45
Total	133	2	135
Comparative figures as at 31 March 2022 are as follows:			
Due within one year	89	2	91
Due within two to five years	111	1	112
Total	200	3	203

15. Share capital

Pact is a company limited by guarantee and has no share capital. Every member of the company guarantees to contribute a maximum of £10 on winding up, up to one year after ceasing to be a member.

The number of members as at 31 March 2023 was 9 (2022: 10).

16. Related party transactions

There were no related party transactions during the current or preceding year apart from the merger with the subsidiary Pact Futures CIC. In the year Pact Futures CIC paid £68,000 (2022: £267,000) management charges to Pact. At 31 March 2023, Pact Futures CIC owed Pact £0k (2022: £234,000).

17. Reconciliation of net income to net cash inflow from operating activities

	Group	<i>Group</i>	Charity	<i>Charity</i>
	2023	<i>2022</i>	2023	<i>2022</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
Net income/(expenditure) for the year	(1,393)	<i>(734)</i>	(1,216)	<i>(534)</i>
Add back depreciation charge	4	<i>4</i>	4	<i>4</i>
(Gains)/losses on investments	20	<i>(8)</i>	20	<i>(8)</i>
Deduct interest income shown as investing activities	(15)	<i>(1)</i>	(15)	<i>(1)</i>
(Increase)/decrease in stock	13	<i>(13)</i>	13	<i>(13)</i>
(Increase)/decrease in debtors	871	<i>968</i>	877	<i>824</i>
Increase/(decrease) in creditors	175	<i>1</i>	468	<i>(131)</i>
	(325)	<i>217</i>	151	<i>141</i>

18. Comparative consolidated statement of financial activities (2022)

	<i>Unrestricted</i>	<i>Restricted</i>	Total
	<i>Funds</i>	<i>Funds</i>	
	<i>£'000</i>	<i>£'000</i>	£'000
Income from:			
Donations and legacies	354	-	354
Charitable activities	5,442	478	5,920
Investments	1	-	1
Total income	<u>5,797</u>	<u>478</u>	<u>6,275</u>
Expenditure on:			
Raising funds	228	-	228
Building stronger families and safer communities	3,007	672	3,679
Reducing risk of harm to prisoners and their children	1,629	430	2,059
Removing barriers and increasing awareness in public services	485	148	633
Influencing commissioning, policy and legislation	324	94	418
Total expenditure	<u>5,673</u>	<u>1,344</u>	<u>7,017</u>
Net gains/(losses) on investments	8	-	8
Net income/(expenditure)	132	(866)	(734)
Funds brought forward at 1 April 2021	1,463	3,446	4,909
Funds at 31 March 2022	<u>1,595</u>	<u>2,580</u>	<u>4,175</u>

Accounts



Prisoners • Families • Communities
A Fresh Start Together

Prison Advice and Care Trust (Pact)

Trustees' report and accounts
for the year ended 31 March 2022

A registered charity and company limited by guarantee

Charity registration number 219278

Company registration number 356443

www.prisonadvice.org.uk



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Reference and Administrative Details

President

His Eminence Cardinal Vincent Nichols

Vice President

Archbishop John Wilson

Trustees and directors

Paul Booton

Cathy Corcoran OBE

Margaret Cripps (resigned 18.05.2022)

Alastair Gordon, honorary treasurer

Paula Harriott

James Horsted (appointed 06.07.2022)

Tom Leman

Sarah Mann, vice-chair

Cleo Metcalf

Carolyn Robertson (appointed 06.07.2022)

Nick Smart

Phil Taylor OBE, chair

Wilf Weeks OBE (resigned 29.09.2021)

Chief executive and company secretary

Andrew Keen-Downs

Deputy chief executive and Pact Futures managing director

Ellen Green

Trading name

Pact

Charity number

219278

Company number

356443

Registered office

29 Peckham Road, London,
SE5 8UA

Solicitors

Bircham Dyson Bell

50 Broadway, London, SW1H 0BL

Auditor

Haysmacintyre LLP Chartered
Accountants, Statutory Auditor
10 Queen Street Place, London,
EC4R 1AG

Bankers

CAF Bank

25 Kings Hill Avenue, Kings Hill,
West Malling, ME19 4JQ

Board of Trustees' Report

The Board of Trustees (the Board) presents its report incorporating the directors' report, the Strategic Report for the purposes of the Companies Act and the audited consolidated accounts of Prison Advice and Care Trust (Pact), for the year ended 31 March 2022.

Objectives and activities

Pact's purpose

Pact's stated objectives are:

- To provide advice, information and support to people who are suffering or have suffered a legal restriction on their liberty in any penal or correctional institution.
- To provide advice, information and support to families and children of those people who are suffering or have suffered a legal restriction on their liberty in any penal or correctional institution.
- To work for the relief of poverty and sickness, and the advancement of education and training for prisoners, people with convictions, and their families and children.

What we do

Pact is a pioneering national charity that supports prisoners, people with convictions, and their children and families. We provide caring and life-changing services at every stage of the criminal justice process: in court, in prison, on release, and in the community.

Pact's vision is of a society in which justice is understood as a process of restoration and healing, in which prisons are used sparingly and as places of learning and rehabilitation, and in which the innate dignity and worth of every human being is valued. We work for the common good of Society, taking a public health based approach. We work at the intersection of criminal justice, child and family welfare, mental health, wellbeing provision and health and social care.

Our volunteers and staff can be found in courts, prisons, probation services, and in communities across England and Wales. We are a diverse, inclusive, modern, and collaborative charity. We build effective partnerships and sustainable solutions based on our well-established understanding of the systems in which we work, and on our historic values and ethos developed through our 120+ years of service delivery.

Values and mission

Our mission is to support prisoners and their families to make a fresh start and to minimise the harm that can be caused by imprisonment on people with convictions, on children, families and on communities.

Our values are:

- **Believe:** to respect the innate dignity and worth of every human being and believe in the possibility of their rehabilitation and redemption, no matter what they have done.
- **Listen:** to consult and involve users of our services to ensure that we remain responsive and sensitive to their needs.
- **Respect:** to respect and value diversity and promote equality of opportunity.
- **Co-operate:** to be a collaborative organisation, working cooperatively and in a spirit of partnership with Her Majesty's Prison and Probation Service (HMPPS) and organisations with whom we share objectives and where this may result in improved outcomes.
- **Learn:** to be a learning organisation, committed to developing our people, and to learning from others and from each other.
- **Excel:** to provide quality services, and to monitor and evaluate our work.
- **Involve:** to encourage and facilitate the involvement of volunteers and community and faith-based organisations to harness the goodwill, skills and energies of individuals who share our goals and values.
- **Connect:** to break down barriers between the prison system and communities.
- **Create:** to be innovative and develop models of working and best practice which may be mainstreamed by HMPPS and others.

Strategy and vision

In 2020-21, we revised our Routes to Change strategy following facilitated conversations with staff, trustees, volunteers, and those with lived experience of the criminal justice system.

Routes to Change vision

1. We will show the way forward in rehabilitation based on what it means to be a human being.

Our ambition is to change the way that rehabilitation is done in England and Wales. We will demonstrate a 'family first' approach - showing how it can be done and

measuring the impact. We will build a new model of working in prison and in the community, providing a continuum of care from the court to post-release. In doing so we will enable families to survive the impact of prison and build, maintain and strengthen good relationships and relationship skills. We will put Lord Farmer's recommendations into action and be the antidote to a justice system that so often breaks up families.

In achieving this ambition, we will have the courage to be counter-cultural and we will change the language: we will not talk about 'offenders,' we will talk about 'people.'

2. Our refreshed volunteering strategy

We have refreshed our Vision for Volunteering, drawing on our experience and learning during the pandemic. We will renew our commitment to excellence in supporting people from local communities, including faith communities, to make a positive difference to the lives of people affected by imprisonment. We will also invest in our capacity to enable more people with lived experience of prison to volunteer as peer support volunteers in custody and in the community, and in 2022-23 will be recruiting a dedicated management role to lead on this work. We will focus on the needs of people in prison, particularly young people, and people from minoritised communities, who have no positive family or social contact, and plan to develop our own volunteering programme to respond to this need as part of our prison-based Family and Significant Other (FaSOS) services.

3. We will be excellent at collaborative working.

We will renew our efforts to widen and strengthen our networks, partnerships and relationships and encourage a shared sense of pride in our achievements.

Our work is dependent on the good will and cooperation of HMPPS staff including prison governors. We work with chaplains, court officials, judges, police representatives and academics as well as with parliamentarians, commissioners from the public, private and voluntary sectors and the media. We work collegiately with other charities. Most importantly we work with the people we serve to support them in finding their own solutions. We will build extensive networks of support and continue to grow awareness of our brand.

4. We will work to the principle of 'not about us without us'.

We will not speak on behalf of the people we serve but instead provide opportunities for service users' voices to be heard by those with power to make change. We will support, facilitate, and equip the people we serve to speak for themselves. This will be embedded as core Pact practice.

We will continue to demonstrate our commitment to meaningful service user participation in service development and design; in reviewing our performance and in our communications with Government, the media, and people in authority. We

will continue to listen to our service users and empower them to be their own advocates. We will respect the expertise of those with lived experience of the justice system.

5. We will empower our people to achieve excellence.

We recognise that the people who work for Pact do the most difficult and demanding work in challenging environments with little public appreciation. We understand that the first principle of caring for others is to care for ourselves. We will do all we can to empower the people who work for us to deliver excellence in their work. We will enable them to develop their talents. We will hear their feedback and strive to remove the obstacles that get in their way. We will ensure Pact workers – whether paid or voluntary – feel safe, supported, equipped and competent. We will ensure that they feel that they belong to a team and are proud to be a part of Pact.

6. We will stay true.

We will continue to ensure that we recruit and manage people based on their personal values, authenticity, and integrity as much as their competence. The core competence of every Pact worker is the capability to listen, reflect, learn, and develop.

We continually seek ways to test our actions against our mission, vision and values and we continue developing as a 'learning organisation': we will continue to listen to our service users, colleagues, partners and key stakeholders. Our service users tell us that the people we recruit should be well-informed and expert – but also genuine, caring, non-judgemental and dependable. We will ensure that the Pact brand is a guarantee of these qualities.

We will also continue to demonstrate our complete commitment to full equality of opportunity for all and ensuring our services are available to everyone who needs them. We are committed to working for a society in which the innate dignity of every person is upheld and defended regardless of faith, gender, ethnic origin, sexual orientation, disability, or other characteristics.

7. We will remember and care for our roots.

Pact is a diverse and fully inclusive modern charity which is firmly rooted in the Christian faith and inspired by Catholic Social Teaching. This is the historical and living source of our work and values.

We will continue to nurture and strengthen our roots and networks of support within the Catholic community and more widely.

Our activities

Pact provides support to prisoners, people with convictions, and their children and families at every stage of the criminal justice process: in court, in prison, on release, and in the community. Our services and activities include:

- prison-based family casework
- personalised casework support
- prison-based social work in two women's prisons
- prison family and visitors' centres
- prison- and community-based relationship and parenting education
- 'through the gate' mentoring and befriending programmes
- children's play services in prison settings
- refreshment services
- arts and educational initiatives
- managing the national Prisoners' Families Helpline under contract to HMPPS
- a free, confidential befriending service for prisoners' families
- peer support groups for prisoners' family members
- support for defendants' families in court
- discretionary welfare grants for individuals in need

We also support practitioners through providing training and advice, and we inform and advise policy and decision-makers. We continue to innovate and test out new approaches and ways of achieving the best possible outcomes.

Our work is broken down into four key areas:

- 1. Building stronger families and safer communities** by means of high-quality family services, targeted support, volunteer befrienders and partnership working, thereby reducing the risk of reoffending and intergenerational offending.
- 2. Reducing risk of harm to prisoners and their children** through the provision of family support services, particularly during the early days of custody.
- 3. Removing barriers and increasing awareness in public services** to achieve improved outcomes for our service users through supporting practitioners from the voluntary, public, and private sectors via training, resources, information, and advice.
- 4. Influencing commissioning, policy, and legislation** through our role as an advocate for the people we serve; through building the evidence base of outcomes from our work, and through constructive dialogue with commissioners and government officials.

Public benefit statement

All the activities described further Pact's purposes for the public benefit and the Trustees consider they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

Our growing footprint

During 2021/22 we provided Family and Significant Other Services (FaSOS) under contract to the Ministry of Justice in **41** prisons in England and Wales. In **21** of these we were responsible for managing the Visitors' Centres (which we call 'Family and Visitors' Centres'). In some prisons we are also contracted to provide basic café services in prison visits halls and supervised play services. This year we have worked with partners Nepacs (HMP Low Newton), Hacro and CDA Herts (HMP The Mount), Action for Children (HMP YOI New Hall) and Rushcliffe CVS (HMP Whatton) to deliver family services in four prisons. This work is in addition to our grant funded projects, community initiatives, and work with people on probation across England and Wales.

The Future

Towards the end of the financial year, the Ministry of Justice embarked on a 're-compete' of family services contracts, which end on 30th September 2022. The bidding process involves a significant workload for the charity, but we have been excited to present our vision for the services based on our learning and on listening to our service users. While this report relates to our activities undertaken within the financial year, readers will be pleased to learn that at the point of writing, we have been notified by the Ministry of Justice that we have been successful in our bids for services at **62** prisons. This represents incredibly significant growth for the charity and far exceeds our expectations, and we are now looking forward to mobilising these services in readiness of 1st October 2022. We also look forward to working with a number of local and specialist national charities and voluntary sector partners as part of our delivery model.

Achievements and performance: delivering meaningful outcomes for service users

We deliver services at every stage of the criminal justice journey, supporting prisoners, people with convictions, defendants, and their families from arrest, through custody, to the weeks and months following release. As well as our commissioned

services, we deliver innovative projects across England and Wales thanks to the generous support of charitable trusts and special grants.

Throughout 2021/22 we continued to be impacted by the COVID-19 pandemic, with staff and volunteers working hard to deliver services in often challenging environments and circumstances. The emergence of the Omicron variant of COVID in Autumn 2021 saw the reinstatement of the Stage 3 HMPPS COVID Framework for the majority of prisons (most had moved to Stage 2), which resulted in limited staff access and reduced prisoner movement. Visitors' Centres remained open, but social visits were reduced at many prisons and overall visitor numbers remained low. Catering facilities were also greatly restricted, as were opportunities for community teams to engage with service users. Although it was announced on 31 March 2022 that mandatory COVID testing for prison visitors would end, many restrictions are still in place across the prison estate and in some cases, prisoners remain locked up for 23 hours a day.

In court: supporting defendants and their families to navigate the complex justice system

Pact provides court volunteers who offer useful practical information and emotional support for defendants' families. Volunteers are highly trained and supervised by Court Volunteer Coordinators, and work closely with court staff. Each day they are given a list of cases that will be heard in the court, and they are able to sensitively approach families to offer support on the day of the hearing, trial, or sentence.

In 2021/22 we worked in **10** courts (one in North Wales and nine in London). Our London court service was unable to operate in the first half of 2021 due to ongoing COVID restrictions but was remobilised in November 2021. Since then, we have trained **10** new volunteers to support this service. Our service in North Wales reached the end of its funding in May 2021 but continued to be supported by two volunteers on an informal basis. Over the three-year period of the project, we supported **3,195** families.

Crucially, our court service acts as a gateway to other Pact services such as our befriending service, peer support groups, the Prisoners' Families Helpline, community family support, mentoring services, and our family engagement service. A defendant's family having access to these services helps to maintain family ties should a loved one be given a custodial sentence, thereby improving outcomes for both the family and prisoner.

"A volunteer from Pact helped us before sentencing. She told us what to bring to court, what prison he was likely to go to, what to pack in a bag for him, how to make sure our phone numbers were on his prison PIN so he could call us - loads of things I hadn't thought of, and to be honest my mind was so frazzled I don't think I would have managed on my own."

- A defendant's family member

In prison: supporting people in prison to strengthen and maintain relationships

Family engagement work

The individualised support offered by our Family Engagement Workers (FEWs) and Family Engagement Managers (FEMs) is proven to improve prisoners' emotional wellbeing, motivate their compliance with the prison regime and to reduce their risk of self-harm, violence, and disruptive behaviour. Although many restrictions remained in place across the prison estate during 2021/22, we were able to steadily increase our presence in prison establishments over time. We also continued to invest in resources to keep families informed about changes to visiting, including COVID-19 requirements.

At the end of the financial year (March 2022) we had **17** Family Engagement Workers (FEWs), **30** Family Engagement Managers (FEMs) and **24** Family Support Workers, **6** Play Workers and **1** Play Coordinator across England and Wales. Our Family Engagement Work supported **2,165** service users across the men's and women's estates and Visitors' Centre staff dealt with **17,232** enquiries.

Although visits did begin to open again during this reporting period, these have not yet achieved pre-COVID levels. During the year, we continued to manage dedicated email addresses for each prison where Pact operates, monitored daily by our highly trained staff. Through this remote service, staff responded to **25,486** enquires. We also continued to support families and children with secure video calls so that they could understand the technology and maintain contact with their loved ones in prison, particularly where COVID outbreaks affected face-to-face visiting.

Family Days are usually a cornerstone of Pact's work with prisons and offer families a visiting experience where they can enjoy quality time with each other. Due to ongoing restrictions, we were only able to offer **22** family days and **56** play sessions for prisoners' children. With face-to-face visits now increasing in number, we hope to be able to offer many more in the coming year.

"The staff members who work with me are not magic workers but people who offer real support in an unprejudicial way. Nothing is too much trouble. If they don't know the answer they will find out. They do what they say they will."

- a prisoner supported by our Family Engagement service

Routes 2 Change

Our integrated rehabilitation and resettlement programme in HMP Brixton, Routes 2 Change, continued to go from strength to strength and was also successfully launched in HMP/YOI Isis. The programme demonstrates that family work bridging custody and community is effective in encouraging positive change for those in contact with the criminal justice system. The scheme supports prisoners, and their

children and family members (subject to robust risk management) from initial induction, throughout their sentence and for up to six months following their release.

Of 1,376 men who entered HMP Brixton during 2021/22, we managed to triage 1,361. Out of those triaged, **273** went on to be supported by our Routes 2 Change programme. In addition, we started to work with more prisoners coming to the end of their sentence. In 2021/22 we worked with **90** people on release and in the community (compared to 52 last year).

We were delighted to launch Routes 2 Change in HMP/YOI Isis, and have worked in consultation with prisoners, families, prison staff and practitioners, as well as commissioning an independent scoping exercise, to learn from the HMP Brixton pilot and adapt the model to best meet the needs of prisoners and their families at HMP/YOI Isis. During 2021/22 of 613 men who entered the prison, we triaged **599**. Of those we triaged, **151** joined the voluntary programme. We look forward to growing this service and to offering post-release support in the year ahead.

As part of the Routes 2 Change programme, we have introduced Pact's first ever Shadow Advisory Board (SAB). This group will encourage service user engagement in the Routes 2 Change programme and explore how the service can be improved. It offers a unique opportunity for the men we work with and gives them a platform to voice their suggestions and concerns as a participant in the programme. We aim to have SABs at both HMP Brixton and HMP/YOI Isis and hope that this will play a key role in developing the project. We have also appointed Routes 2 Change "Champions" in both prisons. This peer role will see prisoners actively support others on their wing to engage with the Routes 2 Change programme.

"I'm still in regular contact with my family and am now able to speak with them at least three times a week. I have nothing but admiration for the service Pact provides for all my fellow peers."

- Routes 2 Change service user

Parenting and relationship education

We have continued to successfully deliver parenting and relationship education both in prisons and the community. Under our wholly owned subsidiary, Pact Futures CIC (Community Interest Company), we secured another contract to deliver our specialist education courses across the London prison estate under the Prison Education Framework Dynamic Purchasing System (DPS). We continued to support prisoners in one-to-one sessions in HMPs Brixton, High Down, Pentonville, Wandsworth, and Wormwood Scrubs and HMP/YOI Isis to complete **639** workbooks. Although the workbooks were completed remotely, the work was well-received by participants, **95%** of whom expressed the view that they would recommend the courses to others.

HMP Manchester also commissioned a suite of distance learning parenting courses, with the aim of helping men to improve their parenting skills, maintain good relationships with their children, and strengthen family ties. The Pact team was able

to offer telephone support for participants to recommend next steps and ensure understanding of the material. All participants expressed the view that they would recommend the workbooks to others and **70%** felt that the course had helped them to think about how to have positive relationships.

During the year we were approached by ParentGym, the philanthropic programme funded by MindGym, to train Pact staff to deliver the ParentGym programme in custody. The programme is evidenced-based, designed by leading psychologists, draws on latest parenting research, and is suitable for parents of children aged two to eleven. The programme addresses six parenting priorities: communication, love, managing behaviour, health, learning, and handling conflict. Over the past six months, we have worked with Parent Gym to redevelop the programme to ensure that it meets the needs of imprisoned parents. Currently **six members of staff** are trained to deliver the programme, with the first pilot taking place at HMP Bullingdon as part of DPS delivery in early June 2022.

Due to the successful adaptation of groupwork courses, Pact is well-positioned to deliver both one-to-one and group courses to people on probation as well as in CFO Activity Hubs across England. The Groupwork Team created training and support to ensure new staff are able to deliver these courses and interventions in line with Pact's quality standards. In 2021/22 we trained **64 members of staff** who now deliver groupwork as part of their role.

Supporting prisoners with the most complex needs

Engagement and outcomes as part of the HMPPS ESF CFO3¹ programme, a service we deliver as part of a multi-agency team led by Ixion Holdings, have now returned to pre-pandemic levels. In the past year, our teams working in prisons across the West Midlands and South East (Surrey, Sussex, and Kent) have engaged with and provided support to **1,256** 'hard to reach' people in custody or in the community following release, achieving **3,694** positive outcomes in support of their personal development journeys.

Prisoners enrolled into the CFO3 programme are those with the most complex needs, who do not engage with the prison regime or rehabilitative programmes, have poor family support and/or social networks, and may not leave their cell. They are therefore considered more likely to reoffend on release. Our team adapts its approach and tailors interventions to meet each individuals' needs. Positive outcomes range from addressing basic life skills to more structured interventions designed to support their transition into mainstream activities, including entry-level

¹ Her Majesty's Prison and Probation Service European Social Fund Co-Financing Organisation. CFO3 focuses on those offenders who have difficulty accessing mainstream services currently available. There are nine regional level contracts across England with four providers, operating across custody and community, with a particular emphasis on social inclusion. The current CFO3 programme commenced delivery in July 2015 and will run to August 2023 - <https://www.co-financing.org/>

education. Service users benefit from increased engagement with the prison regime, reconnection with family members, and may ultimately gain meaningful employment on release.

"Will you please commend Miss Brown for all the hard work she does with the prisoners here on House Block 5. Since I have been here it's Miss Brown that I see the most, working to help prisoners better their lives and she is always polite and helpful."

- CFO3 participant at HMP Elmley

Supporting mothers in custody and their children

Funded by HMPPS and the Welsh Government, we were delighted to be able to remobilise our Visiting Mum project at HMP Eastwood Park and expand the service to support women and their families at HMP Styal. Looking forward to 2022/23, Visiting Mum will be one of the services operating as part of the One Women's Centre at HMP Eastwood Park. Led by The Nelson Trust, the Centre will offer comprehensive support to women in custody and through the gate, and will adopt a 'one team' approach, joining up statutory and voluntary sector services.

The service supporting Welsh women and their children is in addition to the Comic Relief funded service at HMP Downview, which had initially been placed on hold during the pandemic. However, despite ongoing restrictions, our team has worked with prison staff to embed the project into the regime induction process so that mothers can be identified at induction (within 2 weeks of arrival at the prison). They have also provided casework and education to several women, as well as leading on the refurbishment of the prison family room, which has been allocated specifically for this project.

"Pact gave me hope when I thought I would never be able to see my son in prison. They were like a light in what was a really dark time."

- Mother in custody

Prison-based social worker pilot marks impactful first year

In April 2021, two social workers funded by Sylvia Adams Charitable Trust started their work in HMP Eastwood Park and HMP Send in response to recommendations made in Lord Farmer's Review for Women (2019) for on-site social workers in women's prisons. In their first year, Pact's social workers supported **35** of the most complex cases, mainly where there was legal action with regards to a woman's children. An interim evaluation has captured the impact of the first year's work and can be found here: <https://cascadewales.org/research/evaluation-of-together-a-chance/>

In addition to casework, Together A Chance has worked with Local Authorities to produce a guide to working with someone on caseload who is in prison, and delivered events with local universities, social work teaching partnerships and the British Association for Social Work (BASW). We have reached over 250 professionals

to help them to work in the most effective way with a parent in prison. We have also produced quick guides to the most common Social Services interventions for Pact and prison professionals.

Making custody safer

In 2020/21, we began working in partnership with HMPPS on the grant funded Gateway Communication Project. This two-and-a-half-year programme of work recognised the role of families in informing safeguarding and care of prisoners and aimed to develop gateway communication systems to enable this to happen effectively. During 2021/22, we continued to work with the three pilot sites: HMP Nottingham, HMP Eastwood Park and HMP Foston Hall as well as piloting specific aspects of the work at HMP Wormwood Scrubs, HMP Bullingdon and HMP Wandsworth.

Having previously reviewed and redeveloped the existing Prisoners Families Helpline website, this year we continued to develop the 'Safer Custody Portal.' This has included the production of a new film which sits on the home page of the website offering an overview of the site and how functions such as Google Translate work. In September 2021, two additional pilot sites were identified to ensure that the portal was being adequately tested: HMP Wormwood Scrubs and HMP Bullingdon.

There has been a steady increase in the number of visits to the Prisoners' Families Helpline website since it was relaunched, with **21,957** visitors in March 2022 compared to **12,291** in March 2021. We have also worked with each of the pilot sites to trial electronic logging of calls, with the aim of encouraging a consistent approach, improving understanding about nature and frequency of concerns shared by families, supporting a more robust recording process, and identifying potential gaps in recording. Each site has been using the new logging systems since August 2021.

The project has also seen us work in collaboration with HMPPS, Ministry of Justice and NHS Justice to inform associated policy, guidance, and information, including informing the roll out of the Assessment, Care in Custody and Teamwork (ACCT) version six.

The team has developed four Gateway Communication booklets, with two more since produced for HMP Bullingdon and HMP Wandsworth. These booklets provide information to all families with a loved one in those prisons, with basic information around the regime; what facilities are available; ways to stay in touch; healthcare provision; and what to do if you have a concern about a loved one's wellbeing.

We would like to thank HMPPS for their funding for this piece of work and are pleased to be working alongside them on this initiative. Over the next few months, we will develop a toolkit that can be used by prison Safer Custody teams to improve practice and streamline processes.

'Through the gate' and probation: building safer communities through our post-release services

Supporting people on probation

Under Pact Futures CIC, we mobilised **21** new probation and CFO Activity Hub contracts and supported **412** people on probation across England and Wales. Our team delivered holistic services under contract to our partners, working with probation practitioners to ensure individuals received the most appropriate support while on licence upon release from prison or undertaking a community order.

Under the 'Personal Wellbeing' contracts, we delivered interventions in two streams: 'Emotional Wellbeing' and 'Family and Significant Others.' These services range from three to eight weekly sessions and individuals can access one, two or three interventions depending on their needs. We worked in partnership with:

- Ingeus - delivering 'Family and Significant Other' services across Northumbria, Humberside, West Yorkshire, the West Midlands, Staffordshire, Derbyshire, Nottinghamshire, and Leicestershire;
- Nacro – delivering a 'Family and Significant Others' service' in Northamptonshire;
- and Seetec – delivering 'Emotional Wellbeing' services across Kent and Cheshire.

In the North West of England, the West Midlands, London, and Wales we also partnered with Maximus UK to offer Education, Training and Employment (ETE) interventions. Through one-to-one mentoring and group work these interventions support service users to explore different routes into education and to apply for courses and qualifications. They also explore vocational courses and training, such as construction or business administration. Individuals can learn how to apply for jobs, prepare for interviews and adapt to the work environment.

CFO Activity Hubs

CFO Activity Hubs² provide a space for people on probation to learn, develop new skills and meet new people. In partnership with Ingeus and Shaw Trust, Pact provides support for prison leavers looking to build and strengthen the relationships that

² HMPPS CFO (Her Majesty's Prison and Probation Service Co-Financing Organisation) Activity Hubs focus on encouraging participants to engage with activities and can receive referral from different sources. There are 16 Activity Hubs and one Veterans Specific Hub across England with three broad categories; Human/Citizenship, Community/Social, and Interventions/Services. The current CFO Activity Hubs programme commenced delivery in June 2021 and will run to September 2023 - <https://www.co-financing.org/>

matter to them. During 2021/22 we supported **114** service users at Hubs across England.

We delivered Relationship and Family coaching at Hubs in the North East of England (Darlington, Middlesbrough, and Durham) and the East of England and West Midlands (Nottingham, Leicester, Peterborough, Norwich, Stoke on Trent, Wolverhampton and Birmingham). This coaching supports people to strengthen and develop healthier family and peer relationships, improve relationship skills and capacity, increase family commitment and stability, and to increase the likelihood of desistance.

In the North East, Pact also delivered 'community capital' coaching to prepare people for volunteering and giving back to their community. The coaching ends with a Pact-coordinated 13-hour volunteering placement (e.g., volunteering in a charity shop, in a sport club or in a local garden) or activity (e.g., writing an Activity Hub newsletter, offering peer support, or talking to students in a local university about their journey).

"I now understand that an abusive childhood was not my fault and now I have the skills to communicate effectively with my family".

- Activity Hub participant

Journeys to Freedom

Our Journeys to Freedom women's resettlement programme continues to be supported by Colyer Fergusson Charitable Trust, City Bridge Trust, and London Housing Foundation. The project operates across HMPs Send, Downview and East Sutton Park.

Resettlement support is provided at three key stages: in custody prior to a prisoner's release, through the gate on the day of release, and in the community. Each woman receives personalised support from a dedicated keyworker, including practical support to address their housing needs. This holistic resettlement support typically lasts up to six months, and each woman is invited to stay in touch when their support ends.

During 2021/22 we supported **16** women, exceeding our target by 33% for this period. Eleven women are currently being supported to resettle across London. We attribute this success to our strong referral partnerships and pathways, and the tenacity and dedication of our Resettlement Keyworker.

We supported a diverse cohort of women, of different ages (from 20 to 60 years old) and ethnicities (Black Caribbean, Black African, Black British, White English, Bangladeshi, Irish Traveller). Support focused on housing, mental and physical health, finances, alcohol and drug misuse, and family relationships. In phase two of the project, we provided **193 hours** of face-to-face support (243 hours since the beginning of the project). Since September 2021, **£860** has been provided in

emergency welfare grants, providing essential goods such as bedding, towels, appliances, and kitchen utensils. Fourteen participants (87.5%) have made progress towards the resettlement goals agreed in the action plans they created with their keyworker at the start of their journey, taking positive steps towards making a fresh start. Two participants (12.5%) were not able to continue their resettlement support (one was recalled and one ceased contact with Pact).

"I believe a lot of my shame that I carried around was removed due to the way my keyworker communicated with me. She was compassionate and had a good understanding of me, which made me feel like I was a good person. She gave me positive feedback when I was struggling. I then started to believe that I had the tools to cope with day-to-day emotional stuff"

- Journeys to Freedom service user

In the community: supporting those affected by the justice system with our wrap-around services, every step of the way

Providing digital information for prisoners' families

We continued to provide vital digital information for prisoners' families through our online Visitors' Guides for prisons across England and Wales. These guides contain basic useful information about each prison and continued to be invaluable for families as COVID-19 restrictions changed across the estate, often providing the only up-to-date information about social visits. Over the course of the year our online Visitors' Guides were viewed **117,350** times.

Prisoners' Families Helpline

In 2021/22 we continued managing the HMPPS-contracted national Prisoners' Families Helpline and digital information service for prisoners' families (a contract we acquired in August 2018). Through this service, our team of highly trained staff and volunteers provides information, guidance, and signposting to callers seven days a week on a wide range of issues from booking visits and sending property to what happens after a loved one is arrested or released from prison. The service also manages safeguarding concerns through an agreed escalation process with HMPPS through to Safer Custody teams. On average, our team dealt with **2,868** calls per month, responded to over **500** emails per month and provided digital information to an average of **21,000** website visitors every month.

"The support I received was tailored to me and my needs. The team that dealt with me showed genuine empathy and understanding for my plight."

- Helpline caller

Supporting prisoners' families to cope with their loved one's sentence

The COVID-19 pandemic continued to cause challenges for prisoners' families, with restrictions only beginning to ease across the prison estate in early 2022. Family members who already face much stigma from having a loved one in prison have required additional emotional support.

In 2021/22 we saw a huge demand for our befriending service. Through this, trained volunteers provide emotional support over the phone on a regular basis to family members struggling to cope with the impact of their loved one's sentence. At the end of March 2022, we had recruited and trained an additional **28** volunteers and had **18** 'actively' volunteering (matched with a service user). During the year, our volunteers provided **1,778** hours of support and the service has now been made available to callers who are aged 14-18 years.

"I needed someone to talk to. That would have been enough. Instead, someone listened, allowed me to believe in myself, gave me advice, ideas, and most of all hope. No one was judging me. My first friend in years that understood and the first time for what seems like forever I wasn't hiding anything - I could be myself. Mentally and emotionally I could be free and honest."

- Service user

Peer support groups

Our peer support groups provide people with similar experiences the opportunity to come together and support one another and have the potential to enable participants to feel less isolated, build confidence, and receive support and information from others who have a shared experience.

At the beginning of the year (April 2021), we welcomed four new support groups (three on Zoom and one by conference call to accommodate those unable to interact with online software). Participants were widely spread geographically but were carefully allocated to facilitate maximum interaction and understanding.

"It can help people feel less alone and reassure them that others understand their experience. It also helps with feelings of isolation and judgement."

' - Group participant

Providing emergency welfare grants to those in need

Thanks to the generous support of foundations, trusts and donors we have been able to offer emergency grants to people affected by imprisonment. This funding was initially awarded to us as a direct result of the COVID-19 pandemic and continued during 2021/22.

Over the past year, we have issued **£60,610** in emergency welfare grants. In 2021/22 **417** grant applications were successful, with £145 granted on average. The smallest grant was £11 for a birth certificate needed to prove identity. We can process applications within **24 hours**, and sometimes within a couple of hours if it is an emergency.

The most common requests were for essentials such as food, clothing, and toiletries, particularly for prison leavers who do not have established links with food banks or changes of clothing on release. Bedding, white goods and mobile phones are also common requests, especially for families with children.

"Accessing the grants and white goods has really made my day-to-day life easier. The fridge is in my room – I'm on the top floor so to keep going downstairs was hard work, plus there is not a lot of room in the communal fridge! I also bought a slow cooker instead of a microwave as I can then make healthy food options."

- Welfare grant recipient

Partnerships and alliances

Pact continues to work with a range of strategic partnerships and alliances. Some of the notable examples within the year are:

- Ongoing partnership working with the HMPPS Families team including the running of the Prisoners' Families Helpline, for which we have successfully retendered to continue delivering, and Family and Significant Other Services (FaSOS) working in 62 establishments from October 2022.
- We have continued to build on our strategic partnerships with HMP Brixton and HMP/YOI Isis alongside Porticus to develop a 'families first' approach to resettlement through our Routes 2 Change programme. We are delighted to have Baroness Anna Healy as the Chair of our expert Advisory Board which includes representation from MOPAC (Mayor's Office for Policing and Crime), Governors, the Prison Group Directorate team for London, HMPPS Family policy team, Probation, London Borough of Lambeth, and the Independent Monitoring Board.
- The development of our partnerships with HMPs Send and Eastwood Park, the HMPPS Women's team and other statutory partners including BASW, Bristol City Council, and several social work teaching partnerships in the establishment of our Together a Chance programme. We continue to encourage the Ministry of Justice to implement Lord Farmer's recommendations for women's prisons, which include ensuring that every women's prison has at least one dedicated social worker on-site.

- Work as part of the Gateway Communications Project for prisoners' families has gone from strength to strength with the team continuing to benefit from close working relationships not only with the HMPPS Families team but with the Safer Custody and Health teams who have been actively engaged (see **Making Custody Safer**)
- We have developed relationships within the health sphere including:
 - A new contract with NHS England in London to deliver a pilot Patient and Public Voice (PPV) Programme for prisoners' families and carers (mobilising in October 2022).
 - A strategic partnership with Oxleas NHS Trust developing a joint approach to supporting continuity of care that brings together our public health approach to family and relationship support to complement their footprint for the delivery of prisoner healthcare services.
 - The appointment of Professor Jim McManus³ as our Pro Bono Public Health Advisor to support our Board of Trustees and Senior Leadership Team.
- We continue to work with Clinks to inform practice and highlight the needs of prisoners and their families, and are a member of the Reducing Reoffending Third Sector Advisory Group (RR3), a voluntary sector advisory group to the Government, for which Clinks chairs and provides the secretariat.
- We remain an active part of the Caritas Social Action Network⁴ (CSAN) and have used the year to continue to build partnerships with dioceses and parishes. This has led to some new funding to further strengthen this work through our JustPeople programme supporting faith communities in volunteering.
- Ongoing liaison and support from charitable trusts and foundations supporting our 'Research and Development' function, enabling us to develop new services and provide support to even more people.
- This year, we were delighted to partner with Interface Enterprises⁵, with whom we are working to strengthen our staff and volunteer learning and development offer, and our in-house digital learning hub, Pact Academy.
- Finally, we have developed new working relationships with Maximus and Nacro in the delivery of services for people on probation and have

³ <https://www.bsphn.org.uk/52/Professor-Jim-McManus>

⁴ <https://www.csan.org.uk/>

⁵ <https://www.interfaceenterprises.co.uk/>

strengthened existing relationships with Ingeus, Shaw Trust, Ixion and Seetec for the delivery of CFO Activity Hubs and probation services.

Influencing commissioning, policy, and legislation

In November 2021 we welcomed over **250** online attendees to our annual conference: 'Safe, secure, decent?'. The event demonstrated Pact's ongoing commitment to promoting positive health and wellbeing for prisoners, those with convictions, and their families, and urged a move towards a more integrated, multi-disciplinary approach to ensuring the wellbeing, safety, and decency of everyone in the justice system.

Keynote speakers included Sarah Hughes, CEO at Centre for Mental Health who shared insights on the impact of the pandemic on prisoners' mental health; Mignon French from NHS England and NHS Improvement who explored the use of Mental Health and Community Sentence Treatment Requirements; Sarah Pilling and Jonathan Drew from Mersey Care NHS Foundation Trust who outlined the initiatives to improve safety at HMP Liverpool; and Unilink CEO, Francis Toye, on technology solutions to make prisons safer. Joining the speakers on the panel were Alison Hopkins and Cleo Metcalf – two courageous women with first-hand experience of having a family member in prison.

Coinciding with the conference, we launched a new short film, 'Keep Him Safe', which features Alison and Cleo in conversation about their experiences supporting family members in prison living with mental ill health. The film is available to view at www.prisonadvice.org.uk/keep-him-safe.

Volunteering and the 'Common Good'

As we navigated the impact of the pandemic, our focus was to:

- **Retain** volunteers
- **Adapt** our practice to cope with COVID-19
- Ensure a **high-quality** experience for all volunteers

During 2021/22 more than **30,000 hours** were completed by **320 volunteers**. This included 2,955 hours by volunteers in prisons and 4,246 hours by students on placement.

Faith Inspired Volunteering

As a charity with Catholic roots, we are conscious of our responsibility to enable those seeking to deepen their discipleship the opportunity to do so through supporting our work. Our Head of Volunteering now manages a new role, 'Faith in

Action Volunteering Manager; that specifically works to recruit people of Catholic faith to volunteer, donate and raise awareness of Pact's services.

During the year, our JustPeople workshops – developed in partnership with Together for the Common Good - have been delivered for small groups both online and in person. We started this work in October 2021 and by the end of March we had run two online JustPeople workshops and two in-person workshops with a total of **28** participants. Of these 28, 13 participants applied to become Pact volunteers: four in Family Services, one in Befriending, and nine as Parish Representatives. A further five workshop participants are now involved with prison chaplaincy. Evaluation suggests that participants had little prior knowledge of Pact but held a widespread intention to remain engaged afterwards. Participants appreciated the opportunity the workshops provided to come together in prayerful discussion. One participant said:

"I found the day very rewarding. It made me grow strong in faith and there was an important aspect embedded in this training on the Word, prayer, and reflections, which are fundamental spiritually."

Volunteers with lived experience

In 2021 Pact established a focus group to further develop our work with lived experience volunteers, this was convened and is chaired by our National Volunteering Manager. At the time of writing, the group have met twice. Its development has involved:

- Identifying and inducting members of the group
- Suggesting how additional funding towards this piece of work may best be utilised
- Identifying recognised training and development opportunities for volunteers with lived experience to support them with life after prison / licence

Despite the disruption to many of our services we were still able to work with and support our lived experience volunteers, who collectively completed nearly **3,000 hours** of volunteering.

Volunteer awards

Volunteers are vital to us and valuing and rewarding their efforts is central to our approach. Each year, we extend our appreciation through our annual Volunteer Awards. This event is kindly supported by Marsh Charitable Trust (MCT) and our Pact Trustees. In 2021, we had 18 nominations for the Volunteer Awards and were pleased to present six regional award winners at the ceremony for our MCT award. The winners came from a range of Pact services, including Family Services, Befriending, the Prisoners' Families Helpline, Mentoring and central office. The six winners were shortlisted for our Trustees' Volunteer of the Year Award, and Camilla Albery from HMP Bristol was the deserved winner. In 2022 we look forward to working with MCT

once again as well as hosting two new awards: the longstanding volunteer award and our lived experience volunteer award.

Investing in volunteers

We have secured the funding to purchase "Investing in Volunteers," which is the Management. We have started the consultation process on how we will best use and tailor this system. Achieving this accreditation will strengthen our reputation, enable us to better manage risk, plan for the future and ensure we provide best practice, high quality support and management for Pact volunteers

Volunteer testimonials and feedback

"It is great to feel part of such a warm, caring organisation, be it in the work done with all the service users and their families or the way all the employees and volunteers are so well supported. So far, really good. How great when things become more normal and face to face meetings can happen!"

"So just to say I think the Befriending service is fantastic and does make a real difference. The new lady I am talking to has been waiting for a year and a half for help and has been ignored by her doctor, despite repeated requests for support. She is in a difficult situation and is pretty isolated, the service makes a big difference to a lot of people who could easily fall through the cracks or be ignored."

"I really enjoyed contributing to the discussion and I hope that it was a small input to your strategic thinking. One of the benefits to me was talking to other volunteers engaged in different aspects of Pact's work and finding about what they do and how they help to support offenders, their families etc."

"Volunteering for Pact has helped me just as much as I have helped you. I am a diagnosed bipolar, anxiety and depression sufferer and the time I have been with you and the variety of mentees that I have worked with has helped bring me out of myself and given me a lot more confidence."

Fundraising

Overview of the Year

We are extremely grateful to the many trusts and foundations, statutory organisations, dioceses, parishes, religious communities, companies, and individuals who have been so generous in their support of Pact's work over the past year. As ever, we thank them for the many ways in which they have shown their commitment

to us, their encouragement, and their shared understanding of the importance of our work.

We would like to thank all our supporters for their continued kindness and generosity as we have responded to the impact of COVID on the prison estate, and for their patience where the pandemic has meant delays to some of our project work.

Pact has maintained the highest standards of ethical practice and transparency in our fundraising activities, and we diligent in abiding by the Charity SORP, and GDPR best practice. As part of an organisation-wide review of information security, conducted for us by Tacita, the Fundraising department took care to review all of our documentation including our privacy notices. We do not make use of any commercial third parties or agents to raise funds for the charity, nor do we pay any commission or bonuses to our staff or volunteers who work hard to raise our funds. We are registered with the Fundraising Regulator, the independent regulator of charitable fundraising in England, Wales and Northern Ireland. We abide by the Fundraising Code and Standards as set out by this body. We have received no complaints regarding our fundraising activities during the year.

During the year, we raised **more than £1 million** to support prisoners, people with convictions, their children, and families. Funds raised have provided much-needed support for Pact's core services, as well as new projects.

Some of our fundraising highlights from the year include:

- Securing the support of 16 new trusts and foundations
- Our London Marathon team raising an incredible £15,894, more than ever before
- Launching our first Big Give fundraising campaign to raise funds for children affected by imprisonment
- Working with staff and prisoners at HMP Wandsworth to develop our first fundraising fitness challenge
- At the end of the year, securing funding agreements with three charitable foundations to the value of **£167,750** to pilot a specialist service to support young men in custody at HMYOI Brinsford affected by Adverse Childhood Experiences (ACE). These grants, and the first year's activities, will feature in next year's Trustees' Report
- Establishing our first strategic corporate partnership with MindGym to transform how we deliver our parenting courses in prisons.
- A successful Operation Elf campaign that enabled **1,217** parents in prison to give their child(ren) a gift at Christmas visits (thanks to the support of churches and businesses)

What our supporters say about us

"Pact gives prisoners the support they need to make a fresh start and supports the families who are left behind when their loved ones go to prison. We're delighted to help fund their pioneering work to create brighter futures for prisoners and their families."

- Chloe Ewen, Grants Officer, Benefact Trust

"Myself and my wife have supported Pact since the 1980s. Each year since then my wife and I reviewed our list of donations and Pact has never left it. Their annual report has always convinced us that they made excellent use of our money. Last year our relationship with Pact changed considerably when our son went to prison. We met Pact on our first visit to prison to see our son. Both face-to-face, and on the telephone, I find Pact people have a human touch and a gentleness. That is what I look for in such an organisation. I associate Pact with positive change for prisoners in our society. I suggest you consider putting them on your list of people to support or add to the amount you give them already."

- An Individual Donor

Trusts and Foundations

We would like to acknowledge all the charitable trusts and foundations, and corporate partners who have supported our work over the course of the year, including those that wish to remain anonymous. Their contribution to our work is tremendous and hugely valued.

1772 Charity (Debtors' Relief Funds Charity)
Albert Gubay Charitable Foundation
Albert Hunt Trust
Austin and Hope Pilkington Trust
Barrow Cadbury Trust
BBC Children In Need
Belpech Trust
Benefact Trust
Bromley Trust
Casa Stella Trust
Charles Hayward Foundation
Charles Plater Trust
Charlotte Marshall Charitable Trust
CHK Foundation
City Bridge Trust
Clinks & Criminal Justice Wales
Colyer-Fergusson Charitable Trust
Comic Relief
Community Foundation for Surrey

Prison Advice & Care Trust (Pact)

Trustees' report and accounts for the year ended 31 March 2022

David Isaacs Fund
Drapers' Charitable Fund
Edith Bessie Gibson Trust
Edith Murphy Foundation
Edward & Dorothy Cadbury Trust
Eleanor Rathbone Charitable Trust
Esmée Fairbairn Foundation
Eveson Trust
Florence Turner Trust
Forest Hill Charitable Trust
Garfield Weston Foundation
Give for Good Russell Family Charitable Trust
Grantham Yorke Trust
Gwendoline & Margaret Davies Charity
Hadley Trust
Hanley Trust
Harold Hyam Wingate Foundation
Hedley Foundation
Inner London Magistrates Court's Poor Box Charity
Jeanne Marie Gunn Trust
Jerusalem Trust
John Lyon's Charity
Jones 1986 Charitable Trust
Liz and Terry Bramall Foundation
London Housing Foundation
Make it Happen Charitable Trust
Marsh Christian Trust
Maurice And Hilda Laing Charitable Trust
Michael & Shirley Hunt Charitable Trust
Michael Marsh Charitable Trust
Moondance Foundation
National Lottery Community Fund
Oakdale Trust
Our Lady of Fatima Trust
Rhododendron Trust
Sheriffs' & Recorder's Fund
Simpson Foundation
Sir Halley Stewart Trust
Sir Harold Hood's Charitable Trust
Sir James Reckitt Charity
Sir James Roll Charitable Trust
Sir Pierce Lacy Charity Trust
Sisters of St Joseph of Peace
Smallwood Trust
Souter Charitable Trust

Swire Charitable Trust
Sylvia Adams Charitable Trust
Tudor Trust
Van Neste Foundation
Vintners' Charity
Volant Charitable Trust
Voluntary Solidarity Fund International
Wales Council for Voluntary Action
Westhill
White Oak Charitable Trust
Woodhaven Trust
Zochonis Charitable Trust

Corporate Supporters

Blackrock
Clifford Chance
CCLA Investment Management
Matrix Chambers
Simmons and Simmons
Voluntary Solidarity Fund
Unilink

Catholic Community Engagement

In addition to our Faith in Action Volunteering Manager (see Volunteering), in 2021 we created the post of Catholic Community Engagement Manager to intentionally engage our traditional supporter base in the Catholic Church. These roles work closely with Pact's Fundraising and Communications teams.

The 'Faith in Action' team has ensured that Pact is featured regularly in the national Catholic press online and in print, as well as in local Catholic press through our new or enhanced relationships with diocesan communication officers. Thanks to this, in January 2022, we were able to facilitate a visit by Pact President, Cardinal Vincent Nichols to HMP Wormwood Scrubs. As the Cardinal is the most senior member of Catholic clergy in England and Wales, our press release was featured across Catholic media platforms. Catholic prison chaplain Fr Chima Obekwe said: "Everyone embraced the Cardinal's visit. The lads were so pleased that he sat with them. The support from not just the multi-faith chaplaincy but all the staff, including those with no religious faith, has touched my heart."

The team offers Catholic communities a range of engagement opportunities, including volunteering with our services. We have also developed a new volunteering role and engagement plan for Parish Representatives, who will form a network that the Faith in Action team will nurture, helping to retain supporters and

expand our reach across parishes. By March 2022, the Fresh Start newsletter mailing list, which is specifically aimed at Catholic supporters, had attracted 200 new sign-ups, and we hope that the Parish Representative role will continue to bring in new connections.

Diocesan Roadshow plans have been reinvigorated post-pandemic, and a number of events were put in the diary for early summer 2022. Over time, these broader engagement opportunities will bring together parishioners, chaplains, partner organisations, Pact service staff and volunteers, and bishops. A rolling programme of diocesan events across England and Wales is now underway.

Pact's Advent Carol Service and the Sir Harold Hood Memorial Lecture each attracted more than 100 people despite being affected to some degree by continuing COVID restrictions and uncertainty in the community. Professor Anna Rowlands, who gave the 2022 Memorial Lecture shared that, "A Christian understanding of dignity ...challenges the criminal justice system at every level of its operation."

An engaged and passionate workforce

At the end of the financial year (31 March 2022), we had **186** employees and **39** casual workers.

Supporting our team

We have continued offering support to our staff and volunteers via the Care First employee assistance programme. The service offers free, independent counselling support, which is available 24 hours a day; 365 days a year. In addition, our people can also access information and advice services covering a range of issues from family and relationships to finances and consumer rights. We have also continued delivering regular face-to-face clinical supervision sessions to caseworkers operating across our services.

During 2021/22, we continued to respond to the COVID-19 pandemic, undertaking more than 200 individual COVID staff risk assessments, with a particular focus on protecting those in the most vulnerable categories.

Involving staff in Pact's future

In January 2022 we conducted an organisation-wide staff survey comprising questions on health and safety, wellbeing, and diversity and inclusion. The latter was a first for Pact and formed part of our organisational diversity, inclusion and equity action (IDEA) audit. More than three-quarters of survey respondents (76%) strongly agreed that they felt comfortable talking to their manager about their mental health, and 74% strongly agreed that they felt a sense of belonging to Pact as an

organisation. 78% agreed or strongly agreed that they would recommend Pact as a place to work and volunteer.

As part of our IDEA audit, law firm Reed-Smith worked with us to review relevant Pact policies to ensure inclusion. We have also planned to introduce equalities monitoring to our HR system (Cascade) to better understand the diversity of our workforce and the degree to which it reflects the people we serve. We hope that this will be live in the coming months.

Improving internal communication

Our internal newsletter, Pact News, is sent by email (and in hard copy by request) to all Pact staff and volunteers. This year, the newsletter has continued to evolve and includes latest news and insights from our teams and services, as well as updates from across the criminal justice and voluntary sectors. In November 2021, we opted to create two versions of the newsletter to better meet the needs of staff and volunteers. Feedback from the team has been positive and open rates continue to improve month on month. The March 2022 newsletter received **197** staff views and **55** volunteer views and recent editions have seen even higher levels of engagement.

Training and development

In June 2020, we implemented a new online learning management platform called **Pact Academy**, which hosts Pact training courses as well as offering staff and volunteers access to courses in leadership and management; health, safety, and wellbeing; catering and IT skills. We have continued to develop the platform throughout the year, supporting staff and volunteers to undertake mandatory and refresher training and to embrace opportunities for skills development. This includes translating our two-day Pact Foundation Training – a course for all new Pact starters – from an in-person event to an online training resource. **We are delighted that over 9,344** courses have been taken up by our staff since we launched Pact Academy two years ago.

Data security certification

ISO 27001 is the national quality standard for information security management, formally known as ISO/IEC 27001:2005. In March 2022, Pact Group again passed its annual surveillance visit.

The Pact Group integrated business management system incorporates our information security management system (ISMS) and our requirements to ensure we are GDPR (General Data Protection Regulation) compliant. An ISMS is a framework

of policies and procedures that includes all legal, physical, and technical controls involved in an organisation's information risk management processes.

ISO 27001 was developed to provide a model for establishing, implementing, operating, monitoring, reviewing, maintaining, and improving an ISMS. It requires a robust set of assessments and audit processes across all our departments to ensure that key risks are identified and mitigated and that checks are in place in support of management action.

As part of our ongoing commitment to data security compliance and best practice, Pact appointed Tacita⁶ to undertake an audit of our GDPR systems and processes during 2021/22. Following this project, Pact achieved a score of more than 99% for both 'Assurance' and 'Action Criticality', providing a high level of confidence. Furthermore, we have appointed Tacita as our Data Protection Officer ensuring ongoing compliance is maintained.

Financial Review

Income for the year totalled £6,275,000 (2021: £8,577,000), which comprised of unrestricted funds of £5,797,000 (2021: £5,917,000) and restricted funds of £478,000 (2021: £2,660,000). Hence, although income has decreased it has largely been in restricted income, while unrestricted income has been largely maintained.

Restricted income consists of multi-year grants which are recognised on award for the full grant period, rather than when the grant is utilised, which is in accordance with financial regulations. Visitors' Centres cafes remained closed during 2021/22, and despite some reopening in 2022, many restrictions remain in place, which has meant that cafes are not achieving their pre-pandemic performance.

Expenditure totalled £7,017,000 (2021: £6,453,000) which comprised of unrestricted expenditure of £5,673,000 (2021: £5,338,000) and restricted of £1,344,000 (2021: £1,115,000). The increase in expenditure indicates our increased activity (despite the pandemic) and our efforts to adapt and deliver services virtually. The growth in restricted expenditure demonstrates the growth in activity on the multi-year grants won in earlier years.

Although cash and short-term deposits decreased to £2,671,000 on 31 March 2022 (2021: £2,753,000), investments have increased to £423,000 (2021: £115,000) giving the charity a sound financial platform for 2022/23.

Reserves and reserves policy

The Trustees recognise that Pact needs to hold a certain level of free reserves. This is to cover areas for which it is difficult to secure funding, such as innovative research

⁶ <https://www.tacita.io/>

and service user participation, as well as to mitigate the risk of lower income or higher costs than expected. The main risks arise from the need to cover unfunded exit costs on projects and services coming to an end, failure to achieve expected income targets from fundraising, failure to achieve expected results on payment-by-results contracts, unexpected delays to new projects and services, unexpected reductions in value of existing projects and services, and potential legal fees and bad debts.

The Trustees have reviewed the level of reserves required to cover these eventualities. In line with good practice, they have opted to link the target level of free reserves directly to a detailed analysis of the risks, the likely impact of those risks, and the probability of them occurring. This translates to an optimum free reserves level between £946,000 and £1,090,000. The actual free reserves level on 31 March 2022 was £957,000 (2021: £801,000). The Trustees recognise the reserves are only just within the optimum level of reserves. Hence, the Trustees continue to control costs, have set a small surplus budget, and continue to pursue continued growth. They will keep the optimum free reserves level under review as Pact's activity and risk levels change.

The Trustees will keep the optimum free reserves level under review as Pact's activity and risk levels change and the organisation builds back to its full level of pre-COVID activity.

The use of the going concern basis of accounting is appropriate because there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of Pact to continue as a going concern.

The Board regularly reviews Pact's work to ensure that maximum benefit is gained from the limited resources at our disposal and the effort of both staff and voluntary supporters.

Investment policy

Under Pact's articles of association, the Board have the power to invest in such assets as they see fit. The objective, as outlined in Pact's investment policy, is to produce the best financial return from Pact's investments at an acceptable level of risk. For short-term reserves, the aim remains to preserve the capital value with a minimum level of risk, with assets being readily available to meet unanticipated cash-flow requirements at short notice. This will be balanced by gradual investment in longer-term reserves as and when funds become available. The long-term aim is to generate an above-inflation return while generating an income to support Pact's ongoing activities. The Trustees recognise that the investment market has shown some level of volatility but are confident that the investments will be used to sustain the Charity over the medium to long term.

Pact invests as far as possible in line with its charitable aims, endeavouring to balance maximising income for our work with our wider social responsibilities as a charity operating in accordance with Catholic Social Teaching. Our preference is for investments that help to maintain wellbeing for the economic, social, and natural environments, as expressed in the appeal by Pope Francis, *Laudato Si (On Care for our Common Home)*. We are also guided by the principle of solidarity with those who are poor and marginalised and seek social justice.

Pact Futures CIC

Our wholly owned subsidiary, Pact Futures CIC (Community Interest Company), has remained stable this year, reaching an income of **£1,348,000**. It has employed an average of **34** staff throughout the year, equivalent to **30** full-time posts.

This year has seen Pact Futures continue to deliver Prison Education contracts working in HMP Bullingdon as well as a pan-London contract covering six London prisons (see **Parenting and relationship education**). We have also commenced new work supporting family and relationship provision in the new **CFO Activity Hubs** working with Shaw Trust in the West Midlands, East Midlands, and East of England; Ingeus in the North East, and Reed in London (which has now come to an end). We also commenced delivery under the new **Probation 'Personal Wellbeing' contracts** working in partnership with prime contractors Ingeus, Nacro and Maximus.

This year has seen the closure of our 'Transforming Rehabilitation' contracts. While as a whole Transforming Rehabilitation has received significant criticism, we can be proud of the services that we have been able to offer and the partnerships that have been formed with our prime providers, supply chain partners and National Probation Service colleagues in the undertaking of this work. This includes:

- Family resettlement services: Cumbria and Lancashire, and South Yorkshire CRCs, both owned by Sodexo.
- 'Through the Gate' mentoring: delivering for Seetec across Wales CRC, Dorset, Devon and Cornwall CRC and Bristol, Somerset, Wiltshire and Gloucestershire CRC as well as West Yorkshire CRC.
- Community mentoring: services for Thames Valley CRC supporting both men and women in the community.

Board membership this year has remained stable, with Adrian Masters as Chair of Pact Futures, supported by fellow Directors Christine Chang (Big Society Capital), Jim Horsted (previously Working Transitions), Carolyn Robertson (previously Barclays), Nick Smart (Pact Board nominee), Ellen Green (Pact Group Deputy CEO and Managing Director of Pact Futures CIC), and Andrew Keen-Downs (Pact Group CEO).

Pact and Pact Futures Decide to Merge

Following a review of the changes to the commissioning environment, the leadership team presented an options paper to the Board of Trustees of Pact, and the Board of Directors of Pact Futures, with the recommendation to merge. The recommendation was to effect a transfer of assets and liabilities from Pact Futures to Pact, and in due course, to dissolve Pact Futures.

Pact Futures was acknowledged as having been a hugely successful initiative, which thanks to its independent Board of Directors and more commercially-minded focus, was able to successfully enter the market for probation contracts under the Ministry of Justice's 'Transforming Rehabilitation' framework, which required that charities bidding for work do so on a 'payment-by-results' basis. Pact Futures grew from an idea to an operation that delivered over £1million worth of high-quality services, with minimal risk to Pact's assets.

As Transforming Rehabilitation ended, the use of payment-by-results within Ministry of Justice contracts was replaced by fees for services. Trustees and Directors also noted that the Government caps the value of contracts that can be secured based on a percentage of the bidders' turnover. This favours larger organisations and limits the rate of growth of smaller organisations.

Based on these factors and other practical considerations, the Trustees and Directors agreed in principle to work towards a merger but directed the executive to seek legal advice and conduct a thorough process of due diligence, including seeking the approval of commissioners to novate contracts, TUPE consultation with staff, and consideration of insurance, pensions, and other matters.

As the year drew to a close, this work was well underway and detailed consideration was being given to both the wording of the transfer agreement and governance of Pact Futures in the period between transfer and dissolution.

Confirmation of the decision to merge (which had been agreed by Trustees of Pact), was made at the Pact Futures Board meeting on 16th March 2022. The merger was subsequently actioned on 1st July 2022 through a transfer of assets and liabilities.

Our sincere thanks go to the Board of Pact Futures CIC for all their hard work in supporting the development of our services and supporting the Group's growth. We are delighted that Carolyn Robertson and Jim Horsted have both agreed to join the Pact Board of Trustees to continue their support. We particularly wish to record our gratitude and appreciation to Adrian Masters for so skilfully and diligently chairing the Board of Pact Futures from its inception.

Key risks

Our continued focus for the majority of 2021/22 was on managing the ongoing impact of the global pandemic on services users, staff, and volunteers, as well as preparing for and undertaking a major rebidding round for over 40% of our services. This included managing:

- The ongoing risks to our service users of being unable to access the full range of normal provision due to prison regime restrictions and rules restricting normal face-to-face contact through probation services. We have continued to work with HMPPS and our primes through the 'Exceptional Delivery Model' process to adapt services to the best of our ability in light of changing regulations.
- The health and safety and wellbeing and mental health of our staff, volunteers, service users, and HMPPS colleagues while minimising COVID infection rates.
- Managing the financial impact of ongoing restrictions in relation to the operation of our refreshment facilities within prison visits.
- Planning for the recompetes of the Family and Significant Other Services, which commenced in January 2022. These services totalled circa 40% of our business and therefore represented a significant risk to organisational turnover and stability. We are delighted to confirm that we not only successfully retained our current level of business but successfully increased this by around 50%.
- The retendering of the Prisoners Families Helpline as a significant strategic contract operating alongside our HMPPS Innovation Grant.

Despite the pandemic, we have continued to focus on the key risks of:

- Ensuring that we continue to focus on our charitable mission and stay true to our values and culture as we grow and develop within a justice sector that has become increasingly market-driven and under strain.
- Compliance with a set of legal and moral obligations regarding security, safety and safeguarding of our service users, workforce, and the public.
- Protecting our reputation.
- Continuing to protect our sensitive and confidential data.
- Maintaining sufficient funding and reserves to fulfil our obligations.

In 2022/23, new risks reflect the changing post-COVID environment and the opportunities for growth and to support more service users. These most significant risks include:

- Staff recruitment and retention, which remains challenging, especially in areas where there is high competition for staff.
- The Pact Group using the Pact-designated Development Fund to enhance its internal capabilities and infrastructure. The cost of the development, although within the fund, will be managed carefully with Trustee oversight.
- Anticipating another year of change with the renewal of Family and Significant Other Services contracts. As a result, we will use management time to ensure that new contracts are mobilised effectively, and new staff quickly embedded into Pact's culture.

Risk register

The Trustees and Senior Leadership Team (SLT) continued to work together to maintain and review a corporate risk register that identifies the principal and significant risks facing us.

As with previous years, risks were grouped against our strategic objectives with each SLT member responsible for the oversight of the risks in their area. All risks are reviewed by the SLT with key organisational risks shared with the Board.

Our risk register is a living document that is part of our strategic planning pack and is reviewed twice a year and updated by the Deputy CEO and reviewed by our SLT and Board. Our risk register also forms a central part of our ISO 27001 compliance and audit and is subject to external scrutiny.

Risks are assessed by probability and impact, and we put strategies in place to minimise the likelihood of their occurrence where possible and to mitigate their impact should they occur.

We are committed to being a learning organisation, and so the Board and SLT regularly review what can be learned from the challenges we face and how we can make things work better in the future. Lessons learned are fed into our process of reviewing our policies and procedures, training, management, and recruitment practices.

Performance

With the global pandemic impacting the full financial year and Pact Group operating under a series of Exceptional Delivery Models, performance has been strong, demonstrating Pact's adaptability and resourcefulness.

While the year has undoubtedly been incredibly difficult in terms of managing delivery, all our services remained operational and accessible to our service users. Out of adversity, we have managed not only to support a significant number of service users but, in many cases, have been able to exceed performance targets through creative working. In reviewing quantitative and qualitative feedback from service users and commissioners, we can determine that the performance of our services has been to a high standard and that our work is highly valued.

In January 2022, HMPPS announced the reopening of prison visits subject to the circumstances and the decision of the local prisons. At the time of this report, some prisons have not returned to their full opening times or their previous capacity for visits. All Pact sites are currently open, although some have temporarily suspended visits on occasions. The main reasons for the continued restrictions are:

- Some prison sites continue to experience COVID outbreaks which has sometimes led to either reduced visits or temporary visit suspension.
- Although capacity for visits has been reduced, at some locations overall take-up by visitors has dropped as other mediums for remaining in contact are being used.
- Prison staff shortages have on occasion created issues for prisoner movement, escort and/or supervision in visits halls.

During 2021/22 we moved into our final year of our Family and Significant Other Services contracts. We are extremely grateful to the procurement and HMPPS Families teams for the support both putting in place relief funding and extending contracts for the final year. We rebid for contracts at both existing locations and new ones and have recently won contracts for 62 out of the 66 prisons we bid for.

Furthermore, our CFO programme delivery has continued to innovate and integrate new programmes of support, further enhancing the quality of our delivery despite working from home for most of the year. Since being back onsite from August/September 2020, our staff team has worked hard to achieve the outcomes required within our recovery plan.

Performance of every contract and grant-funded project is closely monitored against targets and deliverables, and variances investigated. Performance management processes have been reviewed and updated with greater localised control for the process with our Heads of Services, newly appointed Deputy Heads of Service and Service Managers. Quarterly performance meetings with the Senior Leadership Team ensure key risks and opportunities are communicated and explored alongside more immediate escalation routes.

Safety and staff care

Our staff works inside prisons, in prison Visitors' Centres (usually located just outside prisons), in courts, in the community, and in office settings.

For much of the year these settings have been closed, and so we have had to adapt to new ways of working and supporting our staff in working from home. This has meant a different set of challenges around ensuring staff members are supported when everyone is working from home. As face-to-face services re-open, we have been careful in their management to ensure the risks to service users, staff and volunteers are minimised.

We completed our annual safety at work audit in February 2022, with a total of **202** responses, up from 131 in 2020 (we did not conduct the audit in its usual format last year) - 129 staff and 72 volunteers shared their experiences with us. **98%** of respondents told us that they felt safe at work and the number of incidents (threats, verbal abuse etc.) had decreased considerably from 116 in 2020-21 to 38 this year. The number of incidents occurring over the telephone was equal to in-person. 53% of people thought that there was nothing more that Pact could do to keep them safe at work, up from 37% in the 2020 survey. Others suggested more training, review of practices, and closer links with partner organisations as ways to improve safety.

In 2021/22 we continued to develop our internal safeguarding processes and procedures. We took immediate action to protect **127** adults and children from serious harm and provided feedback and support for each of these cases. This represents a small increase from 121 cases last year. Out of the 127 referrals, 76% (97 referrals) related to an adult and 24% (30 referrals) to a child. Just over a fifth of our referrals were made by a volunteer (27 referrals). Referrals are relatively evenly split between prison services (55%) and community services (45%).

Out of **34,412** calls to the Pact Helpline in this period, **923** were serious safeguarding concerns that required escalation to a prison Safer Custody team.

Suicidal intent was the highest reason for safeguarding action, accounting for 20% of our overall referrals. Suicide and self-harm together made up **29%** of all referrals, slightly more than the 25% last year.

Serious mental health concerns – incidents where we are concerned enough about a person's wellbeing or mental health crisis to instigate a referral to a professional organisation such as Community Mental Health Teams or the person's GP – dropped slightly from 17% last year (21 out of 121) to 11% (14 out of 127) this year.

Over the past year, **290** people have completed our online safeguarding course, amounting to **2,488** hours learning. We continued to support and maintain our structure of Designated Safeguarding Officers (17 staff members trained and operational) and to complete the actions on our annual safeguarding development plan to ensure continuous improvement of safeguarding services. This year we made

our policy more easily available to the public and released a short animation to make clear our safeguarding responsibilities to our service users. This can be found on our website at www.prisonadvice.org.uk/safeguarding.

Risks relating to financial sustainability

A key strategic risk continues to be our level of funds. As previously noted, our level of free reserves is just within target. We are carefully managing this and expect the situation to improve given the success of our growth strategy and our continuing focus on cost control and income generation. We continued to grow our levels of activity and have ensured that the results are in line with our broad strategy.

Our reserves policy considers the commercial risks we need to manage as a charity and our target level of free reserves adjusts according to changing risks and our growth in income and costs. We continue to tightly control our expenditure, actively work with the Ministry of Justice to keep overdue debts to a minimum, set fully costed and realistic budgets, and focus on generating income from a wide range of sources, including traditional donations and core grants as well as new contracts for services.

Looking to the future

Corporate Development Plan 2021-2023

Last year, Pact committed to a Corporate Development Plan to strengthen our capacity for future growth and to ensure that we can continue to maintain standards of excellence. We created a Designated Fund for this purpose, as we reported. During the year, we drew down some of this funding in order to begin to strengthen our operations in Finance, HR, Health and Safety, and Data Protection, however, this process was delayed due to a range of factors, including unprecedented labour market pressures, the departure of our Director of Finance who left after seven years' service for a new role, and a number of other changes and challenges within our senior team. We remain committed to our Corporate Development Plan, and will be significantly strengthening our HR team, investing in a new Finance system, and moving forward with plans to build a core team capable of supporting a much larger and increasingly complex operation.

We were pleased to recruit two new colleagues to the Senior Leadership Team. Suzanne Davies joined us as our Director of Finance and IT. We also created a new Director of Communications and Engagement post, and we are pleased to report the appointment of Nick Mann, who was previously Head of Communications for the HMPPS Reducing Re-offending Directorate.

Rebuilding our capacity

Pact is now looking forward to a return to the level of financial turnover which we experienced prior to the COVID pandemic and continues to work on a growth agenda in order to respond to the extremely high levels of need within the criminal justice system, and among families who are affected. As reported, we anticipate significant growth in our Ministry of Justice commissioned services and look forward to longer contracting periods of five to seven years, during which we hope to develop and enhance our services.

We continue to enjoy fruitful relationships with philanthropic foundations, parishes, individual supporters, and corporate partners, which enable us to continue to innovate and test out new ideas, while simultaneously providing basic caring services that respond to the immediate emergencies facing people who are on the very margins of society. We also continue to be blessed by the kindness and encouragement of the Church and of so many faith communities and people of faith who share our sense of mission, and our understanding of the Gospel call to action 'I was in prison, and you visited me...'

The 'care' in Prison Advice and Care Trust

We fully recognise the very serious global and economic difficulties, including the cost-of-living crisis, spiralling inflation, and the environmental challenges of global heating, which are likely to have a major impact on economies. The tragic war in Ukraine, and other wars and crises, continue to create a sense of fear and anxiety. We live in difficult times. Within our own specialist and often hidden environment, we face unprecedented challenges. In every sector within the world of criminal justice we are facing a workforce crisis, from the courts and industrial action by Barristers, to the staffing crisis within the Prison Service, to a major shortfall of probation officers. Political changes and uncertainty, and the merry-go-round of Ministerial appointments creates a risk of inertia and anxiety within the system. While we remain clear-eyed about these many challenges, most of which are far beyond our control, our focus remains on the needs of the people we serve, and on what we can do to offer them hope, care, and the chance of living good lives.

During 2021/22, Pact embarked on an exciting journey of discovery about our purpose, the impact we have, and how we might reframe our understanding of what kind of an organisation we are. The realisation grew that in many key respects, Pact is a public health organisation. Our focus is not on seeking to measure our impact on re-offending which, while being an outcome we would always aspire to, is simply not possible to empirically prove or measure. Reducing re-offending is complex and never comes about because of the work of any single agency or intervention. Our work recognises instead that many people find themselves in the criminal justice system because they are experiencing mental ill health or have multiple and complex needs that have not been addressed in the community. We

recognise that for many such people, prison makes things worse, and that for many people who are well when they enter prison, the prison environment has the effect of making them physically and/or mentally ill. The same is true for prisoners' families and their children, who often face trauma, poverty, and ill-health because of contact with the criminal justice system.

Pact is not a clinical or health organisation per se and does not aspire to be. However, our focus on person-shaped and family-shaped services, and our deep understanding and base within the criminal justice sector, provides us with insights and opportunities to address the risks to people's health and wellbeing that statutory services either fail to address or are not equipped to deal with. This includes the ongoing tragedies of self-harm and suicide in prisons, and the rise of violence between prisoners and prison staff that we see emerging once more following the COVID lockdown. We have the opportunity to bring the voices and experience, and social capital of families to this work. Families of prisoners have vital insights and information to share with prison healthcare providers and officers, but all too often are ignored, and 'locked out.' We have the opportunity to support colleagues in HMPPS, healthcare providers, and other specialist partners, to join up and integrate their systems and approaches so that they become person-shaped and family-shaped, to achieve better health and wellbeing outcomes for all.

We believe an approach that brings together real continuity of care, multi-agency practice, and an understanding that human beings are relational creatures rather than units in a machine, can make the difference. We want to better equip and prepare people for release, and to create safer, calmer prison regimes for staff as well as prisoners.

In many respects, this is not new work for Pact, it is a recognition that our work has always contributed to health and wellbeing outcomes, but that we have not always recognised this or had the confidence to fully explain the benefits. What is new, therefore, is that we are beginning to take this conversation to the NHS and to NHS-commissioned healthcare providers, who we believe need our support to better enable them to deliver excellent services. We are enormously proud and honoured to have been joined this year by Professor Jim McManus as our pro bono Public Health Advisor to support us in this journey.

Structure, governance, and management

Pact is a charitable company limited by guarantee and governed by its memorandum and articles of association as amended by special resolutions dated 18 April 2000 and 18 July 2012. Pact started operating in 1898 as the Catholic Prisoners' Aid Society and was incorporated on 1 September 1939.

The Board is Pact's governing body and is responsible for establishing Pact's policies in relation to the furtherance of its charitable objectives. There are between six and

15 Trustees on the Board and new Trustees are appointed by existing Trustees from time to time, based on a process of regular review of the capabilities and expertise of the Board, and the evolving needs of the charity. Prospective Trustees are interviewed and invited to submit an application, and if this is approved at a Trustee meeting, they are initially invited to attend a Board meeting on a co-opted basis. An induction pack is provided which, together with meeting the CEO, visits to projects and Central Office, and background reading, form a comprehensive introduction to the charity.

The Board has a clear governance role, approving the strategy and annual budgets. Trustees ensure risk is well understood and managed, and that the charity is operating legally, that we are maximising our income, and operating in full compliance with our charitable objectives, ethos, and values. The Board appoints and delegates the delivery of the strategy and management of the operation of the charity to the CEO, who in turn appoints and manages the Senior Leadership Team, advises the Board, and provides direction and leadership for the staff and volunteers. The Board and CEO work in a spirit of partnership to develop strategy, review performance, and ensure that we maximise our impact for our beneficiaries, drawing on consultation with our service users, volunteers, staff, and key stakeholders.

A sub-committee of the Board, the Remuneration Committee, is responsible for setting the CEO's pay. The remuneration committee takes into account the responsibilities of the role and the need to set a competitive salary compared to organisations of a similar size and scope to Pact, balanced against what is affordable for Pact. The CEO is, in turn, responsible for setting the pay of other Senior Leadership Team members (Deputy Chief Executive, Director of Services, Assistant Director of Services, Director of Human Resources and Workforce Development, and Group Finance Director). This involves maintaining a job evaluation system to account for the responsibilities of each role and periodically carrying out external benchmarking against similar roles, using an external consultant to assist with this process where required.

A further sub-committee of the Board, the Finance Committee, scrutinises Pact's financial affairs including annual budgets and reforecasts, management accounts, tax matters, investment decisions, and financial and accounting policies. The committee also liaises with the auditor and reviews the performance of Pact's external investment advisers.

Trustees have adopted the practice of monitoring and recording individual Trustee attendance at general meetings. The attendance register is available on request.

During the year, the Board, with the assistance of the CEO, began to review its governance practices, and considered matters such as maximum periods and terms of office for Trustees, the method of appointment of officers of the Board and Trustee self-assessments. The Board also considered succession planning within the Board,

and explored how the charity's strategic development and evolution might best be supported by the mix of talents, experience, and perspectives of the Trustee body. This work will continue into 2023-24.

Quality assurance

Naturally, the COVID pandemic required that we devote a great deal of our time and focus to health and safety, and to the wellbeing of our service users, staff, and volunteers. We re-prioritised much of our policy and quality review work to ensure that we continued to review our policies and procedures based on our learning, on any legislative or regulatory changes, and in line with the due diligence and compliance requirements of larger scale public sector contracts. We also took the decision to invest in a new Health and Safety Advisor post, and we commissioned Tacita to conduct a comprehensive health-check of all our GDPR systems, process, practice, and training, and subsequently to act as our Data Protection Officer (DPO) on a retained basis. Tacita reported to the Pact Board of Trustees in March 2022 reporting on our assessment score which stood at an unusually high 90% +.

We were pleased to maintain our ISO 27001 quality standard accreditation and achieve Cyber Essentials certification.

As highlighted above, we made significant progress on our IDEA agenda and work programme, including an audit across the organisation including staff, volunteers, service users and family members. Members of our services teams, including our Routes 2 Change teams at HMP Brixton and HMP YOI Isis, refined and tested equalities monitoring for our service users, including testing the degree to which take-up of our services reflects the diversity of the prison population. We were delighted to note that there was a close correlation, with a modest over-representation among people who self-identified as Black or other minority communities.

Statement of Trustees' responsibilities

The Trustees, who are also the Directors of Pact for the purposes of company law, are responsible for preparing the Trustees' report and accounts in accordance with applicable law and United Kingdom accounting standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of Pact and of the incoming resources and application of resources, including the income and expenditure, of Pact for that period.

In preparing those accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;

Prison Advice & Care Trust (Pact)

Trustees' report and accounts for the year ended 31 March 2022

- observe the methods and principles in the Charities SORP (Statement of Recommended Practice);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts;
- prepare the accounts on a going concern basis unless it is inappropriate to assume that Pact will continue on that basis.

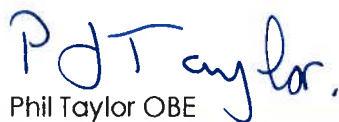
The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of Pact and which enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of Pact and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware:

- there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on Pact's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislations in other jurisdictions. In approving this Trustee Report, the Trustees are also approving the Strategic Report included herein in their capacity as Company Directors.

Approved by the Board of Trustees on 28th September 2022 and signed on its behalf by


Phil Taylor OBE
Chair


Andrew Keen-Downs
Company Secretary

Independent Auditor's Report to the Members of Prison Advice and Care Trust

Opinion

We have audited the consolidated financial statements of Prison Care and Advice Trust for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Statements of Cash Flows, 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 Financial Reporting Standard 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 group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's and parent charitable company's net movement in funds, including the 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.

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 group 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 group'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 trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. 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 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' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the strategic report and the directors' report included within the Trustees' Report have 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 group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company 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.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page ??, 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 group's and the parent 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 group or the parent 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

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

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:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to employment law, health and safety regulations and safeguarding, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to recognition of income and management bias in certain accounting estimates. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted at the year-end or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial

statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission, or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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 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 anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Lee Stokes
(Senior Statutory Auditor)
10 Queen Street Place
For and on behalf of Haysmacintyre LLP, Statutory Auditor
London
EC4R 1AG

Date: 10/10/2022

Prison Advice & Care Trust (Pact)

Consolidated statement of financial activities (including consolidated income and expenditure account) for the year ended 31 March 2022

	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total 2022 £'000	<i>Total 2021 £'000</i>
Income from:					
Donations and legacies	2	354	-	354	755
Charitable activities		5,442	478	5,920	7,821
Investments		<u>1</u>	<u>-</u>	<u>1</u>	<u>1</u>
Total income		<u>5,797</u>	<u>478</u>	<u>6,275</u>	<u>8,577</u>
Expenditure on:					
Raising funds		228	-	228	145
Charitable activities:					
Building stronger families and safer communities		3,007	672	3,679	3,484
Reducing risk of harm to prisoners and their children		1,629	430	2,059	1,557
Removing barriers and increasing awareness in public services		485	148	633	767
Influencing commissioning, policy and legislation		<u>324</u>	<u>94</u>	<u>418</u>	<u>500</u>
Total expenditure	3	<u>5,673</u>	<u>1,344</u>	<u>7,017</u>	<u>6,453</u>
Net gains/(losses) on investments		8	-	8	23
Net (loss)/income		132	(866)	(734)	2,147
Funds brought forward at 1st April 2021		1,463	3,446	4,909	2,762
Funds at 31 March 2022	14	<u>1,595</u>	<u>2,580</u>	<u>4,175</u>	<u>4,909</u>

All of the above results derive from continuing activities. All gains and losses recognised in the year are included above. Full comparative figures for the year ended 31 March 2021 are shown in note 19. Notes 1 to 20 form an integral part of these accounts.

Prison Advice & Care Trust (Pact)

Consolidated and charity balance sheets as at 31 March 2022

		Group		Charity	
	Note	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Fixed assets					
Tangible assets	7	11	15	11	15
Investments	8	423	115	514	207
		<u>434</u>	<u>130</u>	<u>525</u>	<u>222</u>
Current assets					
Stocks		13	-	13	-
Debtors	9	2,294	3,263	2,300	3,124
Short-term deposits		1,972	2,719	1,972	2,229
Cash at bank and in hand		700	34	133	33
		<u>4,979</u>	<u>6,016</u>	<u>4,418</u>	<u>5,386</u>
Creditors: amounts falling due					
within one year	10	<u>1,238</u>	<u>1,190</u>	<u>945</u>	<u>1,029</u>
Net current assets		<u>3,741</u>	<u>4,826</u>	<u>3,473</u>	<u>4,357</u>
Creditors: amounts falling due					
after more than one year	11	<u>-</u>	<u>47</u>	<u>-</u>	<u>47</u>
Net assets		<u>4,175</u>	<u>4,909</u>	<u>3,998</u>	<u>4,532</u>
Funds					
Unrestricted general funds		1,169	932	1,031	655
Unrestricted designated funds	12	427	531	388	431
Restricted Funds	13	2,579	3,446	2,579	3,446
Total charity funds	14	<u>4,175</u>	<u>4,909</u>	<u>3,998</u>	<u>4,532</u>

The accounts were approved and authorised for issue by the board of trustees on 28 September 2022 and signed on its behalf by



Chair



Treasurer

Company no. 356443

The parent company alone had total income of £5,396,000, total expenditure of £5,938,000, net gains on investments of £9,000, and net loss of £583,000. Notes 1 to 20 form an integral part of these accounts.

Prison Advice & Care Trust (Pact)

Consolidated and charity statement of cashflows for the year ended 31 March 2022

		Group		Charity	
		2022	2021	2022	2021
	Note	£'000	£'000	£'000	£'000
Cashflows from operating activities	18	217	1,404	141	1,260
Cashflows from investing activities					
Interest income		1	1	1	1
Purchase of fixed asset investments		(300)	-	(300)	-
Cash provided by/(used in) investing		(299)	1	(299)	1
Increase/(decrease) in cash and cash equivalents in the year		(82)	1,405	(158)	1,261
Cash and cash equivalents at the beginning of the year		2,753	1,348	2,262	1,001
Cash and cash equivalents at the end of the year		2,671	2,753	2,104	2,262

Notes 1 to 20 form an integral part of these accounts.

1. Accounting policies

The principal accounting policies adopted are as follows:

1.1 Basis of accounting

The accounts 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) (SORP FRS 102), FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Companies Act 2006.

Pact meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The accounts include those of Pact's subsidiary company, and Pact Futures Community Interest Company, which have been consolidated on a line-by-line basis. In accordance with the provisions of SORP FRS 102, an entity Statement of Financial Activities has not been prepared as the separate results for the charity can be clearly identified.

1.2 Going concern

The trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern.

1.3 Critical accounting judgements and estimates

In preparing these accounts, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the accounts. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. No critical judgements were required.

1.4 Income

Income from donations, appeals and legacies is included in the income and expenditure account when received. Other income is credited to the income and expenditure accounts when it becomes receivable. Income is deferred only if Pact has to fulfil conditions before becoming entitled to it or if the donor has specified that it be expended in a future period.

1.5 Expenditure

Expenditure is included in the income and expenditure account on an accruals basis. Expenditure incurred on activities falling directly within one cost category is attributed to that category. Expenditure that involves more than one cost category is apportioned on a reasonable, justifiable and consistent basis to the categories involved.

1. Accounting policies (continued)

1.6 Fund accounting

Unrestricted general funds are donations, appeals, legacies and other incoming resources receivable for the objects of the charity without further specified purpose laid down by the donor of Ireland (FRS 102) (second edition, effective 1 January 2019) (SORP FRS 102), FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Companies Act 2006.

Unrestricted designated funds are amounts that have been put aside at the discretion of the trustees out of unrestricted general funds for specific future purposes or projects.

Restricted funds are to be used for specific purposes as laid down by the donor.

Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management and support costs.

1.7 Tangible fixed assets and depreciation

Individual tangible fixed assets costing £1,000 or more are capitalised at cost and depreciated.

Depreciation is provided in order to write off each asset over its estimated useful life at the following rates:

Leasehold Improvements	over the life of the lease
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Office furniture and equipment	over 4 years
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1.8 Stock

Stock consists of goods for resale and is valued at the lower of cost or net realisable value

1.9 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment

1.10 Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

1.11 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

1.12 Operating leases

Rentals payable under operating leases are charged to income and expenditure account as incurred.

1. Accounting policies (continued)

1.13 Pension costs

Pact participates in a group stakeholder defined contribution scheme with Scottish Widows. The pensions cost recognised in the accounts equals the contributions payable to the scheme.

1.14 Redundancy and termination costs

Pact recognises employee redundancy and termination costs in full on the date the redundancy or termination is confirmed.

2. Donations and legacies	2022 £'000	2021 £'000
Donations	223	218
Legacies	131	67
Grants	-	470
	354	755

3. Total Expenditure

	Direct staff costs £'000	Other direct costs £'000	Support costs £'000	Total £'000
Raising funds	181	33	14	228
Charitable activities				
Building stronger families and safer communities	2,852	586	241	3,679
Reducing risk of harm to prisoners and their children	1,599	323	137	2,059
Removing barriers and increasing awareness in public services	492	98	43	633
Influencing commissioning, policy and legislation	325	65	28	418
Total expenditure	5,449	1,105	463	7,017

3. Total expenditure (continued)

Comparative figures for the year to 31 March 2021 are as follows:

	Direct staff costs	Other direct costs	Support costs	Total
	£'000	£'000	£'000	£'000
Raising funds	87	15	43	145
Charitable activities				
Building stronger families and safer communities	2,790	479	215	3484
Reducing risk of harm to prisoners and their children	1,271	207	79	1557
Removing barriers and increasing awareness in public services	526	101	140	767
Influencing commissioning, policy and legislation	337	78	85	500
Total expenditure	5,011	880	562	6,453

2022	2021
£'000	£'000

Net income/expenditure is stated after charging:

Auditor's remuneration – audit fees	17	15
Depreciation	4	4

Support costs includes governance costs of £26,000 (2021: £27,000), including staff costs of £9,000 (2021: £10,000) and audit fees of £17,000(2021: £15,000).

4. Staff costs

	2022	2021
	£'000	£'000
Salaries	5,117	4,511
Social security costs	240	368
Pension costs	92	132
	5,449	5,011

Salaries include redundancy and termination costs of £12,000 for 7 employees (2021: £46,000 for 14 employees).

4. Staff costs (continued)

The average full-time equivalent number of employees was:

	Group	<i>Group</i>	Charity	<i>Charity</i>
	2022	<i>2021</i>	2022	<i>2021</i>
	No.	<i>No.</i>	No.	<i>No.</i>
Charitable and development	181	<i>167</i>	154	<i>136</i>
Administration and fundraising	12	<i>11</i>	12	<i>11</i>
	193	<i>178</i>	166	<i>147</i>

The average headcount was 251 for the group (2021: 228) and 216 for the charity (2021: 193).

The number of employees who earned over £60,000 in the following range was:

	2022	<i>2021</i>
	No.	<i>No.</i>
£80,001 - £90,000	1	<i>1</i>
£70,001 - £80,000	1	<i>1</i>
£60,001 - £70,000	1	<i>1</i>

Pension costs of £11,000 (2021: £13,000) were incurred for these employees.

The senior leadership team over the year to 31 March 2022 had the following members:

Post	Post-holder
Chief Executive	Andrew Keen-Downs
Deputy Chief Executive and Managing Director of Pact Futures	Ellen Green
Assistant Director of Services	Joanne Mulcahy
Director of Human Resources and Workforce Development	Stephanie Stevenson
Group Finance Director	Ross Holland until 4th February 2022
Director of Finance & ICT	Suzanne Davies from 4th April 2022

Remuneration and benefits paid to the senior leadership team during the year totalled £431,000 (2021: £431,000).

5. Trustees' remuneration

No member of the board received any remuneration during the year (2021: none).

During the year, 7 trustees received reimbursement of travel expenses amounting to £1,440 (2021: no trustees expenses were paid) .

6. Taxation

All income received by Pact comes within the exemptions as set out in section 505 of the Income and Corporation Taxes Act 1988 and Pact is therefore not subject to corporation tax.

7. Tangible fixed assets

	Leasehold improve- ments £'000	Office furniture & equipment £'000	Total £'000
Group and charity			
<i>Cost</i>			
At 1 April 2021 and at 31 March 2022	40	2	42
<i>Accumulated depreciation</i>			
At 1 April 2021	25	2	27
Charge for year	4	-	4
At 31 March 2022	29	2	31
<i>Net book value</i>			
At 31 March 2022	11	-	11
<i>At 31 March 2021</i>	<i>15</i>	<i>-</i>	<i>15</i>

8. Investments

	At 1 April 2021 £'000	Additions £'000	Net gains/ (losses) £'000	At 31 March 2022 £'000
Group				
Listed investments	115	300	8	423
Charity				
Equity investment in subsidiary	91	-	-	91
Listed investments	115	300	8	423
	206	300	8	514

Pact Futures Community Interest Company (Pact Futures CIC) is a wholly-owned subsidiary of Pact, company number 9248698. As at 31 March 2022, Pact Futures CIC owed Pact £234,000 (2021: £93,000).

Balance sheet of Pact Futures CIC:

	2022 £'000	2021 £'000
Total assets	795	722
Total liabilities	528	254
	267	468

Prison Advice & Care Trust (Pact)
Notes to the accounts for year ended 31 March 2022

9. Debtors

	Group	<i>Group</i>	Charity	<i>Charity</i>
	2022	<i>2021</i>	2022	<i>2021</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
Trade debtors	337	<i>375</i>	109	<i>183</i>
Owed by group undertakings	-	<i>-</i>	234	<i>93</i>
Prepayments and accrued income	1,957	<i>2,888</i>	1,957	<i>2,848</i>
	<u>2,294</u>	<i><u>3,263</u></i>	<u>2,300</u>	<i><u>3,124</u></i>

10. Creditors: amounts falling due within one year

	Group	<i>Group</i>	Charity	<i>Charity</i>
	2022	<i>2021</i>	2022	<i>2021</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
Unsecured loan	61	<i>27</i>	61	<i>27</i>
Trade creditors	111	<i>142</i>	111	<i>132</i>
Social security & other taxes	240	<i>190</i>	220	<i>158</i>
Other creditors	24	<i>23</i>	24	<i>23</i>
Accruals	182	<i>181</i>	164	<i>134</i>
Deferred income	620	<i>627</i>	365	<i>555</i>
	<u>1,238</u>	<i><u>1,190</u></i>	<u>945</u>	<i><u>1,029</u></i>

The movement on deferred income relates to contracts for services to be provided on or after 1 April 2022, as follows:

	2022	<i>2021</i>	2022	<i>2021</i>
	£'000	<i>£'000</i>	£'000	<i>£'000</i>
At 1 April 2021	627	<i>503</i>	555	<i>442</i>
Released during the year	(237)	<i>(172)</i>	(237)	<i>(111)</i>
Deferred during the year	230	<i>296</i>	47	<i>224</i>
At 31 March 2022	<u>620</u>	<i><u>627</u></i>	<u>365</u>	<i><u>555</u></i>

11. Creditors: amounts falling due after one year

	2022	<i>2021</i>
	£'000	<i>£'000</i>
Unsecured loan repayable 30 October 2022	-	<i>47</i>

12. Unrestricted designated funds

The charity's funds include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	At 1 Apr 2021	Funds spent	Transfer (to)/from unrestricted general funds	At 31 Mar 2022
Group	£'000	£'000	£'000	£'000
Fixed asset reserve	15	(4)	-	11
Through the gate delivery fund	100	-	(61)	39
Development fund	416	-	(39)	377
	<u>531</u>	<u>(4)</u>	<u>(100)</u>	<u>427</u>
Charity				
Fixed asset reserve	15	(4)	-	11
Development fund	416	-	(39)	377
	<u>431</u>	<u>(4)</u>	<u>(39)</u>	<u>388</u>

The *fixed asset reserve* represents the value of reserves attributable to tangible fixed assets and has been set up to assist in identifying those funds that are not part of free reserves.

The *through the gate delivery fund* was contract income earned from services delivered which remained available to reinvest in enhancing services offered. The trustees designated this fund to allow Pact to work with more service users and to enable changes to service delivery resulting from the Covid-19 pandemic. This funding is being used to support our welfare grants team during the transition period into new Probation contracts, to support service user participation and involvement in the development of new services, and to strengthen our groupwork and one-to-one structured interventions in light of our new Probation services. The funds are expected to be fully utilised by March 2023.

The *development fund* was designated to invest in sustaining the quality of services delivered and providing the foundations of the next stages of Pact's growth. This is being achieved by prudently investing in infrastructure to free up frontline practitioners to do what they do best in supporting prisoners and their families, which includes increased staff support on health and safety, data protection and human resources as well as finance system improvements. The funds are expected to be fully utilised by March 2023 in line with our two-year corporate development plan

Prison Advice & Care Trust (Pact)

Notes to the accounts for year ended 31 March 2022

13. Restricted funds

Group and charity	At 1 Apr 2021 £'000	Income £'000	Costs £'000	At 31 Mar 2022 £'000
Early intervention support for families (1)	33	49	48	34
Supporting families affected by imprisonment (2)	487	(16)	270	201
Supporting children and young people affected by imprisonment (3)	793	126	292	627
Supporting volunteering (4)	227	78	72	233
Furthering rehabilitation in prisons and communities (5)	1,613	138	479	1,272
Providing welfare grants (6)	38	103	84	57
Supporting resettlement (7)	255	0	99	156
	<u>3,446</u>	<u>478</u>	<u>1,344</u>	<u>2,579</u>

Notes

- 1 **Early intervention support for families** covers our programmes supporting prisoners' families from the first and critical stages of their involvement with the criminal justice system. During the year these included A Way Home, our Courts service in North Wales funded by the Albert Gubay Charitable Foundation and Just in Case, our Courts service in London funded by the Inner London Magistrates Court's Poor Box Charity, Van Neste Foundation, Matrix Chambers, and Simmons and Simmons.
- 2 **Supporting families affected by imprisonment** covers our programmes helping families to cope practically and emotionally with the devastating impact of the arrest and imprisonment of a loved one and to increase awareness of how the criminal justice system affects lives, families and communities. These include:
 - i. **National Family Services**, a befriending, peer support and casework programme funded by the Garfield Weston Foundation, the Swire Charitable Trust and the London Stock Exchange Group (LSEG)
 - ii. **Peer Support Groups** for prisoners' families in England funded by the National Lottery Community Fund's Awards for All
 - iii. **Befriending Programme** for families in Wales funded by the Moondance Foundation, National Lottery Community Fund Wales, Gwendoline and Margaret Davies Charity, and the Oakdale Trust
 - iv. **Family Support Programme** for South Wales funded by the Wales Council for Voluntary Action (WCVA)
 - v. **Voices for Change** enabling a team of Pact 'Ambassadors' to advocate for radical change to the criminal justice system, funded by the Bromley Trust
 - vi. **HMPPS Innovation Grant**, a strategic grant programme working with HMPPS Families and Safer Custody Team and NHS England to develop processes and a toolkit in custody to support the effective response to safer custody queries as well as upgrading the HMPPS Prisoners Families Helpline web portal to support effective triage and direction for family members
 - vii. **Wellbeing Fund** to support Pact's trustees, staff and volunteers during the pandemic, funded by the Tudor Trust
 - viii. **Hear our Voice**, peer support and advocacy group for Wales funded by National Lottery Community Fund Wales

13. Restricted funds (continued)

3 Supporting children and young people affected by imprisonment covers our programmes that increase awareness of, address, and mitigate the harmful effect of familial imprisonment on young lives and help break cycles of intergenerational offending. These include:

- i. *Visiting Mum*, two projects supporting children to maintain and build positive bonds with their mothers in prison: Visiting Mum at HMP Eastwood Park and HMP Styal is funded by Llywodraeth Cymru and HMPPS; Visiting Mum at HMP Downview is funded by Comic Relief
- ii. *Together, a Chance*, piloting a new model of social work support in women's prisons, funded by the Sylvia Adams Charitable Trust
- iii. *Time for Play* at HMP Nottingham funded by BBC Children in Need, the Sisters of St Joseph of Peace, and The Jones 1986 Charitable Trust
- iv. *Kids' Club* at HMP Pentonville funded by BBC Children in Need
- v. *Family Space*, creating a vibrant new prisoners', children's and families' hub inside HMP Wormwood Scrubs, funded by John Lyon's Charity
- vi. *Playing for Real* at HMP Wormwood Scrubs, funded by the Drapers' Charitable Fund
- vii. *Family Play* at HMP Send, funded by the Community Foundation for Surrey.
- viii. *Dealt an Ace* at HMYOI Brinsford, piloting a specialist trauma-informed casework service for young men in custody, funded by the Barrow Cadbury Trust, Sir Halley Stewart Trust, Rayne Foundation, Eveson Trust, and others
- ix. *Family Play* at HMP Gartree, funded by the Edith Murphy Foundation and The Florence Turner Trust
- x. *Operation Elf*, Pact's annual campaign supporting prisoners to give a Christmas gift to their child

4 Supporting volunteering covers our programmes creating opportunities for individuals, churches and parishes to engage with volunteering opportunities at Pact and support those affected by imprisonment. These include:

- i. *Reasons to Care*, a national volunteering development project funded by Charles Hayward Foundation
- ii. *JustPeople*, a church and parish volunteering development project funded by Maurice & Hilda Laing Trust and the Jerusalem Trust, Benefact Trust and Westhill
- iii. *Plater Project*, deepening discipleship through Catholic social teaching and volunteering in the criminal justice sector, funded by the Charles Plater Trust.
- vi. *I Rise*, a project to embed student placements in three women's prisons to increase the provision of family support, funded by the Volant Charitable Trust
- v. *Lived Experience Volunteering*, upskilling those with experience of custody to support others, funded by Blackrock and Clifford Chance

5 Furthering rehabilitation in prisons and communities covers our programmes providing personalised integrated rehabilitation and resettlement support to prisoners and their families, helping them to make a fresh start together. These include:

- i. *Routes2Change* at HMP Brixton
- ii. *Routes2Change* at HMP/YOI Isis
- iii. *Evaluation of Routes2Change* at HMP/YOI Isis
- iv. *Restore Aylesbury*, providing one-to-one restorative casework at HMP/YOI Aylesbury and funded by the CHK Foundation.

13. Restricted funds (continued)

5 Furthering rehabilitation in prisons and communities continued

- v. *Race Equality Community Engagement Scheme for Wales*, funded by Clinks & Criminal Justice in Wales
- vi. *Prison Leavers' Project*, Pact will be working closely with the Nelson Trust, HMPPS & 8 other sector partners to support women at HMP Eastwood Park on their resettlement journey as part of the ONE Women's Centre programme funded by the Ministry of Justice's Local Leadership and Integration Fund
- vii. *Mental Health Injustice*, consultancy support to develop Pact's offer within the health & wellbeing market for those impacted by the criminal justice system, with a particular focus on women and ethnic minorities, funded by the Esmée Fairbairn Foundation
- viii. *Supporting women at HMP Send*, funded by the Woodhaven Trust

6 Providing welfare grants covers emergency support for prison leavers and their families to alleviate the devastating effects of poverty. This includes:

- i. *Welfare Fund for Kent* funded by the Colyer-Fergusson Charitable Trust
- ii. *Welfare Fund for Women* funded by the Smallwood Trust and the Eleanor Rathbone Charitable Trust
- iii. *Welfare Fund for London* funded by the David Isaacs Fund, the Vintners' Company, and the Sheriffs' & Recorder's Fund
- iv. *Welfare Fund for Yorkshire* funded by the Liz and Terry Bramall Foundation
- iv. *National Welfare Fund* funded by the Albert Gubay Charitable Foundation, Albert Hunt Trust, the Austin & Hope Pilkington Trust, the Give for Good Russell Family Charitable Trust, and the 1772 Charity.
- iv. *Welfare Fund for Children affected by imprisonment*, funded by donations as part of Big Give

7 Supporting resettlement covers programmes that provide holistic support to prison leavers in the critical days and months after they are released to aid their successful resettlement. This includes *Journeys to Freedom* supporting the resettlement of women leaving prison in London and Kent, funded by City Bridge Trust, the Colyer-Fergusson Charitable Trust, and London Housing Foundation.

Full comparative figures for the year ended 31 March 2021 are as follows. There are no changes to the total figures, although we have shortened and simplified the presentation of the breakdown.

Group and charity	At 1 Apr 2020 £'000	Income £'000	Costs £'000	At 31 Mar 2021 £'000
Early intervention support for families	57	29	53	33
Supporting families affected by imprisonment	370	368	251	487
Supporting children and young people affected by imprisonment	754	185	146	793
Providing groupwork and learning opportunities	41	-	35	6
Supporting volunteering	41	210	24	227
Furthering rehabilitation in prisons and communities	393	1,900	431	1,862
Providing welfare grants	35	100	97	38
	<u>1,691</u>	<u>2,792</u>	<u>1,037</u>	<u>3,446</u>

14. Analysis of net assets between funds

Group	Unrestricted funds £'000	Restricted funds £'000	Total £'000
Fund balances at 31 March 2022 are represented by:			
Tangible fixed assets	434	-	434
Current assets	2,401	2,579	4,980
Current liabilities	(1,238)	-	(1,238)
Long-term liabilities	-	-	-
Net assets	<u>1,597</u>	<u>2,579</u>	<u>4,177</u>
Comparative figures as at 31 March 2021 are as follows:			
Tangible fixed assets	130	-	130
Current assets	2,627	3,389	6,016
Current liabilities	(1,173)	(18)	(1,191)
Long-term liabilities	(47)	-	(47)
Net assets	<u>1,537</u>	<u>3,371</u>	<u>4,908</u>

15. Financial and other commitments

As at 31 March 2022, Pact had total commitments under operating leases as follows:

	Property £'000	Other £'000	Total £'000
Due within one year	89	2	91
Due within two to five years	111	1	112
Total	<u>200</u>	<u>3</u>	<u>203</u>

Comparative figures as at 31 March 2021 are as follows:	Property £'000	Other £'000	Total £'000
Due within one year	89	2	91
Due within two to five years	221	3	224
Total	<u>310</u>	<u>5</u>	<u>315</u>

16. Share capital

Pact is a company limited by guarantee and has no share capital. Every member of the company guarantees to contribute a maximum of £10 on winding up, up to one year after ceasing to be a member.

The number of members as at 31 March 2022 was 10 (2021: 11).

17. Related party transactions

There were no related party transactions during the current or preceding year apart from with the subsidiary Pact Futures CIC. In the year Pact Futures CIC paid £267,000 management charges to Pact. At 31 March 2022, Pact Futures CIC owed Pact £234k.

18. Reconciliation of net income to net cash inflow from operating activities

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Net income/(expenditure) for the year	(734)	2,147	(534)	2,092
Add back depreciation charge	4	4	4	4
(Gains)/losses on investments	(8)	(23)	(8)	(23)
Deduct interest income shown as investing activities	(1)	(1)	(1)	(1)
(Increase)/decrease in stock	(13)	17	(13)	17
(Increase)/decrease in debtors	969	(796)	824	(867)
Increase/(decrease) in creditors	1	56	(131)	38
	<u>217</u>	<u>1,404</u>	<u>141</u>	<u>1,260</u>

19. Comparative consolidated statement of financial activities (2021)

		Unrestricted Funds £'000	Restricted Funds £'000	Total £'000
Income from:	Note			
Donations and legacies	2	755	-	755
Charitable activities		5,161	2,660	7,821
Investments		1	-	1
Total income		<u>5,917</u>	<u>2,660</u>	<u>8,577</u>
Expenditure on:				
Raising funds		145	-	145
Building stronger families and safer communities		2,856	628	3,484
Reducing risk of harm to prisoners and their children		1,357	200	1,557
Removing barriers and increasing awareness in public services		593	174	767
Influencing commissioning, policy and legislation		387	113	500
Total expenditure	3	<u>5,338</u>	<u>1,115</u>	<u>6,453</u>
Net gains/(losses) on investments		23	-	23
Net income/(expenditure)		602	1,545	2,147
Funds brought forward at 1 April 2020		861	1,901	2,762
Funds at 31 March 2021	14	<u>1,463</u>	<u>3,446</u>	<u>4,909</u>

20. Post Balance Sheet Event.

On the 1st July 2022 the assets, liabilities and operations of PACT Futures CIC, the charity's subsidiary, were transferred to the charity and will continue to run its operations through it. Once all balances have been settled the subsidiary will become dormant and will be wound up.

Accounts



Prison Advice and Care Trust (Pact)

Trustees' report and accounts

for the year ended 31 March 2021

A registered charity and company limited by guarantee

Charity registration number 219278

Company registration number 356443

www.prisonadvice.org.uk

Prison Advice & Care Trust (Pact)
Trustees' report and accounts for the year ended 31 March 2021

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Reference and administrative details

President

His Eminence Cardinal Vincent Nichols

Trading name

Pact

Vice President

Archbishop John Wilson

Charity number

219278

Trustees and directors

Paul Booton

Cathy Corcoran OBE (appointed 8 July 2020)

Margaret Cripps (appointed 23 Sept. 2020)

Chris Garside (resigned 30 Sept. 2020)

Alastair Gordon, honorary treasurer

Paula Harriott

Margaret Hodgson (resigned 30 Sept. 2020)

Tom Leman

Sarah Mann, vice-chair

Cleo Metcalf (appointed 23 Sept. 2020)

Nick Smart

Phil Taylor OBE, chair

Wilf Weeks OBE

Company number

356443

Registered office

29 Peckham Road, London, SE5 8UA

Solicitors

Bircham Dyson Bell

50 Broadway, London, SW1H 0BL

Auditor

Haysmacintyre LLP

Chartered Accountants, Statutory Auditor

10 Queen Street Place, London, EC4R 1AG

Chief executive and company secretary

Andrew Keen-Downs

Bankers

CAF Bank

25 Kings Hill Avenue, Kings Hill,

West Malling, ME19 4JQ

**Deputy chief executive and Pact Futures
managing director**

Ellen Green

The Board of Trustees (the Board) presents its report, incorporating the directors' report and the audited consolidated accounts of Prison Advice & Care Trust (Pact), for the year ended 31 March 2021.

Objectives and activities

Pact's purpose

Pact's stated objectives are:

- To provide advice, information and support to people who are suffering or have suffered a legal restriction on their liberty in any penal or correctional institution.
- To provide advice, information and support to families and children of those people who are suffering or have suffered a legal restriction on their liberty in any penal or correctional institution.
- To work for the relief of poverty and sickness, and the advancement of education and training for prisoners, people with convictions, and their families and children.

What we do

Pact is a national charity that provides support to prisoners, people with convictions, and their families through a range of services across England and Wales. During 2020-21, our services included:

- 'Through the Gate' and community-based mentoring and befriending programmes to support resettlement
- prison-based Family Engagement Workers
- prison-based caseworkers
- prison family Visitors' Centres
- in- prison visitor support, supervised play, catering and enhanced family activities
- prison and community-based relationship and parenting education programmes
- court and community family support
- a national Helpline and digital information service
- advocacy with and for children and families affected by the justice system
- innovation and development.

Our work is informed by evidence-based learning, desistance theory and research, and continuous consultation with our service users. Our ethos and values draw their strength from Catholic Social Teaching, principally the belief in the innate dignity and worth of every human being, no matter what they may have done; the belief that human beings thrive through living in healthy relationships, including stable families, and the 'preferential option for the poor', being the Christian obligation to care for the poor and vulnerable. We work with all people in need, of any faith or no faith.

Values and mission

Our mission is to support prisoners and their families to make a fresh start and to minimise

the harm that can be caused by imprisonment on people with convictions, on children, families and on communities.

Our values are:

- **Believe:** to respect the innate dignity and worth of every human being and believe in the possibility of their rehabilitation and redemption, no matter what they have done.
- **Listen:** to consult and involve users of our services to ensure that we remain responsive and sensitive to their needs.
- **Respect:** to respect and value diversity and promote equality of opportunity.
- **Co-operate:** to be a collaborative organisation, working cooperatively and in a spirit of partnership with Her Majesty's Prison and Probation Service (HMPPS) and organisations with whom we share objectives and where this may result in improved outcomes.
- **Learn:** to be a learning organisation, committed to developing our people, and to learning from others and from each other.
- **Excel:** to provide quality services, and to monitor and evaluate our work.
- **Involve:** to encourage and facilitate the involvement of volunteers and community and faith-based organisations to harness the goodwill, skills and energies of individuals who share our goals and values.
- **Connect:** to break down barriers between the prison system and communities.
- **Create:** to be innovative and develop models of working and best practice which may be mainstreamed by HMPPS and others.

Strategy and vision

In 2020/21 we remained focused on our 'Routes to Change' strategy but, of course, were forced to rapidly adapt our plans and models of service in response to the Covid-19 pandemic and the consequent prison regime restrictions. We have had to renegotiate all our contracts and many of our grants and pause several planned new innovations. We have had to develop new practices, procedures, and ways of working. This has been a year in which we have had no choice but to evolve, in which we have learned and developed through responding to unexpected challenges, and in which our relationships and networks of support have sustained us. We are grateful to the Ministry of Justice and HM Prison & Probation Service (HMPPS) for their continued support for our work as we were temporarily forced to close our prison visits cafés, which in normal times contribute significantly to the costs of delivering our prison-based family services. We are also grateful to the many charitable trusts and foundations who have acted with speed and shown extraordinary flexibility and kindness at a time of crisis. And we are grateful to the Catholic dioceses, parishes, individual donors and other friends and supporters, whose continued kindness enabled us to meet unanticipated costs and challenges, so that we have been able to continue to deliver much-needed services.

Despite the challenges of the year, we have continued to develop several exciting innovations, showing the way forward in prisoner care and rehabilitation. We describe some of these on page 8.

Strategy review: lessons from lockdown and taking stock

As we approached the end of the year, we undertook a comprehensive internal review. We held over 60 facilitated conversations with people who have lived experience of prison, volunteers, staff, and Trustees, including our Pact Futures Directors and workforce. We reflected on all we had learned during the year and asked everyone to consider whether our 'Routes to Change' strategy still provided us with the right vision and route-map in the light of all that we had experienced. We also reflected on what we might need to do differently to continue to fulfil our mission. We explored, on the basis of our charitable objects, powers, and mission, and the capability and know-how of our people, what additional forms of support and service we could develop, and how we would ensure that our frontline staff and volunteers have the support and resources to enable them to focus on what they do best, while ensuring that we can deliver excellent, life-enhancing services, that are safe, well-managed, and compliant with the growing list of quality assurance and legal requirements.

What Pact people said

The feedback was rich and varied, but here are a few key messages:

What is it like to work for Pact?

"Pact lives by its values – it is authentic and genuine and 'does what it says on the tin'." This was a very strong theme.

"I like working for an organisation whose vision and values I share."

"The focus on relationships is key."

"Pact is a community. We're like a family."

"The work is really hard, we feel stretched, and we need more resources and support."

"Sometimes we are working with our statutory partners (prison and Probation). Sometimes it feels like there is a clash of cultures and that our work is not understood."

"We would welcome less monitoring and evaluation/form filling for funders and commissioners, and more time to devote to the real work."

What have we learned from the pandemic and the lockdown?

Pact workers expressed huge anxiety and concern about the needs of our service users, both prisoners who are 'locked down', and families who are 'locked out'. There is a growing concern about the impact on mental health, family relationships, and planning and preparedness for release.

They questioned whether the value of what we provide as a service is properly understood.

"It has been frustrating when we have not been permitted to work inside the prisons. Working 'remotely' can have some advantages, but the lack of technology in prisons makes it very difficult to reach service users inside."

"We want to get back inside."

"The rapid adoption of technology by Pact has had huge benefits as well as drawbacks. For staff who work in very small teams and are spread around the country, the technology has enabled us to have more facetime with managers and colleagues than ever before. We are reducing our carbon footprint and travel costs. However, we are a people organisation, and sometimes there is no substitute for being together with the people we serve."

Workers have felt cared for. *"Pact has made our safety and well-being a priority."*

Pact workers praised the leadership team. But some wanted to see them out and about more.

Should we continue to seek growth?

"What we do makes a difference, so yes, we should do more of it."

"Growth is good, provided we don't stray off our mission."

"We should try to grow, to respond to needs, but we need more resources and capacity to ensure we can maintain the quality of our services."

Whatever we do, we need to stick to our values and focus on our mission.

Is the Routes to Change Vision still fit for purpose? Is there anything you would change?

The feedback was clear – yes, it is, and we should follow it through. We should, however, reconsider our target of mobilising 1,000 active volunteers, in the light of losing so many from our services during Covid-19. More focus on quality than quantity is needed.

Priorities for 2021

We will continue to work to our Routes to Change Vision (see page 6), but we will develop and launch a new national volunteering strategy with a new set of goals to replace our target of mobilising 1,000 active volunteers.

A fresh vision for volunteering

We will set out our new vision for volunteering, including active citizenship, peer-to-peer in-prison volunteering, and a new faith-in-action programme. We aspire to excellence in volunteer management, and view volunteering as a means to engage communities with

our mission. This will be more important than ever as pressure on services and resources grow in the wake of Covid-19. If ever there was a time for a renewed focus on working together for the Common Good, it is now.

Our Routes to Change Vision

1. We will show the way forward in rehabilitation based on what it means to be a human being.

Our ambition is to change the way that rehabilitation is done in England and Wales. We will demonstrate a 'Family First' approach - showing how it can be done and measuring the impact. We will build a new model of working in prison and in the community, providing a continuum of care from the court to post-release. In doing so we will enable families to survive the impact of prison and build, maintain and strengthen good relationships and relationship skills. We will put Lord Farmer's recommendations into action and be the antidote to a justice system that so often breaks up families.

In achieving this ambition, we will have the courage to be counter-cultural and we will change the language: we won't talk about 'offenders', we will talk about 'people'.

2. We will mobilise 1,000 volunteers (*under review, as explained on page 5*)

We will ensure that every prisoner, ex-prisoner and family member we see can be offered one-to-one support by a member of staff or volunteer. To achieve this, we will double the number of trained and active Pact volunteers, to have a minimum of 1,000 volunteers walking alongside our service users and offering 'routes to change'. Our volunteers will be people who share our values and demonstrate good judgement, reliability, and compassion. We will renew and deepen our commitment to excellence in volunteer management and support.

3. We will be excellent at collaborative working.

Over the next five years we will renew our efforts to widen and strengthen our networks, partnerships and relationships and encourage a shared sense of pride in our achievements.

Our work is dependent on the goodwill and cooperation of HMPPS staff including prison Governors. We work with chaplains, court officials, judges, police representatives and academics as well as with parliamentarians, commissioners from the public, private and voluntary sectors and the media. We work collegiately with other charities. Most importantly we work with the people we serve to support them to find their own solutions. We will build extensive networks of support and continue to grow awareness of our brand.

4. We will work to the principle of 'not about us without us'.

We will not speak on behalf of the people we serve but instead provide opportunities for service users' voices to be heard. We will support, facilitate and equip as necessary,

the people we serve to speak for themselves. This will be embedded as core Pact practice.

We will continue to demonstrate our commitment to meaningful service user participation in service development and design; in reviewing our performance and in our communications with Government, the media and people in authority. We will continue to listen to our service users and empower them to be their own advocates. We will respect the expertise of lived experience.

5. We will empower our people to achieve excellence.

We recognise that the people who work for Pact do the most difficult and demanding work in challenging environments with little public appreciation. We understand that the first principle of caring for others is to care for ourselves. We will do all we can to empower the people who work for us to deliver excellence in their work. We will enable them to develop their talents. We will hear their feedback and strive to remove the obstacles that get in their way. We will ensure Pact workers – whether paid or voluntary – feel safe, supported, equipped and competent. We will ensure that they feel that they belong to a team and feel proud to be a part of Pact.

6. We will stay true.

We will continue to ensure that we recruit and manage people based on their personal values, authenticity and integrity as much as their competence. The core competence of every Pact worker is the capability to listen, reflect, learn and develop.

We continually seek ways to test our actions against our mission, vision and values and we continue developing as a 'learning organisation': we will continue to listen to our service users, colleagues, partners and key stakeholders. Our service users told us that the people we recruit should be well-informed and expert – but also genuine, caring, non-judgemental and dependable. We will ensure that the Pact brand is a guarantee of these qualities.

We will also continue to demonstrate our complete commitment to full equality of opportunity for all and ensuring our services are available to everyone who needs them. We are committed to working for a society in which the innate dignity of every person is upheld and defended regardless of faith, gender, ethnic origin, sexual orientation, disability or other characteristics.

7. We will remember and care for our roots.

Pact is a diverse and fully inclusive modern charity which is firmly rooted in the Christian faith and inspired by Catholic Social Teaching. This is the historical and living source of our work and values.

We will continue to nurture and strengthen our roots and networks of support within the Catholic community and more widely.

"Pact is the major Catholic charity providing support to prisoners and their families, working in most prisons across England and Wales. This work is a direct expression of our discipleship and a very concrete expression of our desire to serve the Lord in those who are most vulnerable." – Cardinal Vincent Nichols, Pact's President

In 2021-22, we will:

- Continue to deliver our full range of commissioned and charitably funded services, in line with our Routes to Change Vision, from the courts to after release.
- Develop and deliver a range of Personal Wellbeing Services and Family and Significant Other Services under the new Probation service model, working collaboratively with other charities.
- Establish services within new multi-agency Community Hubs to support prison leavers and people with convictions, as part of multi-agency teams.

We will continue to innovate and show the way forward for services to keep people safe, reduce reoffending, and give people the chance of a fresh start. This will include a number of significant programmes to establish and demonstrate best practice:

For men in prison

- Continued development and delivery of our Routes 2 Change programme with our partners at HMP Brixton: www.tinyurl.com/routes2change-film.

For women in prison

- Establishment of the Pact Social Worker programme with HMP Send and HMP Eastwood Park.
- Re-establishment of the 'Visiting Mum' programme at HMP Eastwood Park and at HMP Styal.

For young men in prison

- Development of a Routes 2 Change model based on an analysis of the needs of the young men in HMP/YOI Isis.
- Creation of a restorative practice model of casework with HMP/YOI Aylesbury (the Restore project).

For children and families

- Development of a London Community Hub for prisoners' families out of the Family Visitors' Centre at HMP Wormwood Scrubs (the FamilySpace project).
- Further development and expansion of our national family befriending service (one-to-one telephone-based support provided by trained volunteers).
- We will seek commissioning/funding opportunities to sustain and where possible extend our courts services for defendants' families.
- We will continue to offer police training (Hear Our Voice) to reduce the risk of trauma and alienation of children and young people resulting from police actions.

Keeping people safe in prison

- We will continue to develop the Prisoners' Families Helpline web portal, providing access for families to all the key information they need including ready access to prison Safer Custody teams for worried families. We will also develop training and guidance for prison, healthcare and chaplaincy staff on what to do when taking a call from a worried family member.

Our activities

Pact provides support to prisoners and their families by operating a range of services including prison-based family casework and personalised casework support; prison Visitors' Centres; prison- and community-based relationship and parenting education programmes; 'Through the Gate' mentoring and befriending programmes; children's play services in prison visits settings; refreshment services; and arts and educational initiatives. We also support practitioners through providing training and advice, and we inform and advise policy and decision-makers. We continue to innovate and test out new approaches and ways of achieving the best possible outcomes.

We manage the national Prisoners' Families Helpline under contract to HMPPS. We also continue to provide our own free, confidential befriending service for prisoners' families, providing advocacy and one-to-one emotional and practical care and support via a team of specially vetted, trained, and supervised volunteers.

In London and North Wales, we have trained volunteers working in a growing number of courts and in the community to support the families of people who are on trial and in custody.

We also distribute small discretionary welfare grants for individuals in need, as we have done throughout our history. We have continued to do this work throughout the Covid-19 pandemic and have expanded our grant-making, including creating a Welfare Grants Unit, to provide responsive support to people who have urgent needs.

Our work is broken down into four key areas:

1. **Building stronger families and safer communities** by means of high-quality family services, targeted support, volunteer befrienders and partnership working, thereby reducing the risk of reoffending and intergenerational offending.
2. **Reducing risk of harm to prisoners and their children** through the provision of family support services, particularly during the early days of custody.
3. **Removing barriers and increasing awareness in public services** to achieve improved outcomes for our service users through supporting practitioners from the voluntary, public and private sectors via training, resources, information and advice.

4. **Influencing commissioning, policy and legislation** through our role as an advocate for the people we serve; through building the evidence base of outcomes from our work, and through constructive dialogue with commissioners and government officials.

Public benefit statement

All of the activities described further Pact's purposes for the public benefit and the Trustees consider they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission.

Our footprint

In March 2020, the world changed for us all. The arrival of Covid-19 meant that we were forced to adapt our service delivery models practically overnight – and the seismic impact of the pandemic cemented remote working as the 'new normal' for the duration of the financial year. With face-to-face support no longer a viable option, our Family Services teams worked at pace to find innovative ways to provide for prisoners and their families.

The national map of Pact services remained largely stable throughout the year with a range of services depending on local and national commissioning and grant funding arrangements. During the year, we provided family support services (remotely or in person) in **37** prisons in England and Wales. In **21** of these we were responsible for managing the Visitors' Centres (which we call 'Family and Visitors' Centres'). During the few months where in-person visits were permitted, we supported a total of **8,157** family members including **1,447** children¹ to maintain contact with their loved ones in prison. This figure is understandably a fraction of the previous year's number due to the impact of Covid-19.

In some of these prisons, and in others where we do not manage the Visitors' Centre, our workers provide family casework, known as our 'Family Engagement Service'. In some prisons we are also contracted to provide basic café services in the prison Visits Halls. In many prisons our volunteers, or staff who are charitably funded or funded through the income of our catering operation, facilitate a supervised play service. However, due to the restrictions imposed throughout the pandemic, all our café and play services have been suspended for the duration of the financial year.

In five other prisons we have chosen to partner with and sub-contract some of our family support services, including Visitors' Centre management and family engagement, to local or regional charities. In these prisons – and in many more which have family services run by other charities – we continue to operate through our education programmes, CFO3 casework services and 'Through the Gate' resettlement services.

¹ This is the total number of individual family members and friends who have visited prisoners using Pact's services. As there is no national data capture system in place for prison visiting, this figure includes some repeat visitors and is therefore higher than the number of unique individuals using our Visitors' Centres and related family services.

We are delighted to have worked with partners Nepacs (HMP Low Newton), Hacro (HMP The Mount) and Rushcliffe CVS (HMP Whatton) to deliver these services. We are also pleased to have continued to strengthen our relationships with Action for Children and Nepacs, our partners within the women's estate.

Achievements and performance: delivering meaningful outcomes for service users

We deliver services across the entire criminal justice journey, offering support to prisoners, people with convictions, defendants, and their families, from arrest right through to release. We also provide wrap-around services that offer vital emotional and practical support to people at any point of their experience of the justice system. On top of that, we run many exciting, innovative projects across England and Wales thanks for the generous support of charitable trusts and special grants.

In the following section, you will find an update on the work we have been doing across the justice sector in 2020/21.

Arrest

Minimising the harmful impact of arrest on families

Hear Our Voice: Working with police to minimise harm to children and young people

In 2015/16 we first embarked on our 'Hear Our Voice' project, generously funded by Comic Relief and the Pilgrim Trust, which aimed to raise awareness and improve practice for children affected by familial imprisonment. The project built on our previous advocacy work and the development of The Children's Charter, which was created in collaboration with a group of young people who had been affected by the imprisonment of a family member and who wanted their voices heard on the criminal justice system.

There were a number of strands to this project, but one key element was the development and delivery of training for police. Through this training, we aimed to raise awareness and improve practice to minimise the harm caused to children when arrests and raids are carried out in their family homes.

Over the years that followed we delivered training to hundreds of police officers across the Metropolitan Police in London and Avon and Somerset Police.

In 2020/21 we saw renewed interest in this area of work and received requests for this training package from Sussex Police and Surrey Police. We are also exploring some dates to train City of London Police, West Midlands Police and Dyfed-Powys Police.

While we still operate under Covid-19 restrictions, we are scheduling initial video training sessions, but, as restrictions ease, we are looking forward to delivering face-to-face training with these forces, as well as others.

Court

Supporting defendants and their families to navigate the complex justice system

'A Way Home' | 'Ffordd Adref': supporting defendants' families in London and North Wales

Thanks to the generosity of The Albert Gubay Charitable Foundation, for the last couple of years we have been delivering our court support service, which had previously only been delivered in London (supported by a range of trusts and charitable foundations), to support defendants' families in North Wales.

Our volunteers across both services offer guidance, practical information and emotional support to families whose loved one is likely to be facing a custodial sentence at the point of their court appearance. This service can make a huge difference to families, who often find the court experience to be confusing and frightening and receive little support or information at an extremely distressing time.

By working with families from trial to imprisonment we can also help to strengthen and maintain family ties and reduce delays in organising contact; in the event of a loved one being imprisoned, our volunteers can connect families to wider community support services, and prisoners can be referred onto our Family Engagement services to receive support to maintain their relationships with their families and children.

Sadly, in 2020/21 the pandemic hit our courts service, and the courts in general, very hard. In the first lockdown of 2020 courts closed in England and Wales, bringing our courts service to a complete standstill.

As courts started to reopen throughout the year, returning to business as usual has been problematic, as court managers have attempted to deal with the backlog of cases and maintain a Covid-19 secure environment. While strategies are currently underway to remobilise the services, plans have now commenced for the Prison Reform Trust to complete an initial evaluation of both our regional services to help inform decisions regarding the future direction of service delivery and funding support.

Prison

Supporting people in prison to strengthen and maintain relationships

Providing personalised support in custody (Family Engagement Workers)

Having invested in a digital phone system and a secure web-based case management system we had the technology in place for our prison-based Family Engagement staff to transition to home-based working within the first week of the pandemic. During 2020/21 we had **16** Family Engagement Workers (FEWs), **29** Family Engagement Managers (FEMs) and **25** Family Support Workers across England and Wales, all of whom seamlessly adapted to working from home.

We quickly created dedicated email addresses for each of the **37** prisons where Pact operates – monitored daily by our highly trained staff - to establish a reliable and sustainable remote service. Through this service we then provided remote personalised support to **2,800** men and women in prison, and their family members, to help them cope with a sentence and to address family issues. This is just 19% fewer than the previous year despite the challenges of offering remote support. In total, our teams responded to **6,152** separate enquiries from prisoners during the year. The individualised support offered by our FEWs and FEMs is proven to improve prisoners' emotional well-being, to motivate compliance with the prison regime and to reduce the risk of self-harm, violence, and disruptive behaviour.

Despite significantly reducing our physical presence in prison establishments we have received some heartfelt comments from individuals who have benefitted from our Family Engagement services. These are a testament to the hard work of our staff in challenging and emotionally charged roles in these unprecedented times.

The following message is from one of the families supported by our team at HMP Wandsworth, which was the first prison to temporarily restart in-person visits from 20 July 2020:

"I wanted to take the time and thank you all so very much for all the amazing support and advice you provided for me [...] and my children, during the most difficult and challenging time in my life.

You were there for me at my lowest point and I can't thank you enough, no words can describe how grateful I am to you all, and all the lovely uplifting chats I would have with [you].

I can assure you that you will be missed dearly, especially by the children.

I still remember the first day I met [the Pact Family Engagement Worker], she was extremely caring and empathetic towards my unprecedented and foreign circumstances. She had taken the time to investigate and arrange my first visit as I had no luck on my side. She was calm and provided me with all the information and advice in a calm and collected manner. This was extremely helpful in helping me get through this awful ordeal.

[The Pact Family Engagement Manager was] equally wonderful, and I recall the time when my son had received the highest grades at the end of the year and was recognised for this by his school with trophies and medals. You were so kind and thoughtful and arranged to give a small gift to my son for his achievements. This was such a heart-warming gesture, and my son was over the moon."

As the lockdown started to ease in the community and prisons began to prepare for restricted in-person visits, our teams sprang into action to support families adapt to the new visiting regime. Our FEWs and FEMs returned to our Visitors' Centres in the prison grounds to answer calls from worried family members about what to expect, and during 2020/21, our Visitors' Centre staff supported **2,283** families who got in touch with queries or concerns.

We invested resources and funds into producing a series of family-friendly posters - featuring our children's character William the Bear - to explain the new measures to keep people safe. We made sure that Pact workers were more easily identifiable and purchased umbrellas to keep people dry or shaded from the sun if they had to queue outside.

In those prisons where visits were still not permitted – including HMP Nottingham, HMP Gartree and HMP Onley - our dedicated staff and volunteers used their time onsite to paint and decorate the Visitors' Centres to make them as welcoming as possible for the families' return.

Supporting prisoners to maintain relationships with their children

With the ongoing suspension of in-person prison visits making it more challenging than ever to maintain strong family relationships, we knew we needed to find new avenues for prisoners and their children to keep in touch. During 2020/21 our Family Engagement teams pooled ideas and resources to come up with innovative ways of keeping prisoners and their families connected.

As Purple Visits video calls were rolled out across the prison estate our highly trained staff worked to support families and children to use and understand the new technology. After hearing from many families that the facial recognition software was problematic, we created a series of Purple Visits 'top tips' that we shared on social media to support future users in avoiding common pitfalls.

Our Family Engagement team at HMP Berwyn also began developing a series of 'conversation starters' including questions and games aimed at adults, teenagers and younger children to help keep families talking despite the artificial nature of Purple Visits.

At HMP Lindholme, our Family Engagement Worker began harnessing the power of reading to keep prisoners and their children connected. Through sending out two copies of the same book – one to the child and one to their parent in prison – we enabled prisoners to read with their children over a phone or video call, and empowered families to keep this up with their own favourite books. The feedback we received on Twitter is testament to the impact that this innovative idea had:

"I have been in touch with Pact at HMP Lindholme... [The Family Engagement Manager] has been incredible. Replied to my emails and kept me updated. Even suggested story time over the phone which I wasn't aware of. She's now sending us out some books. Thank you!" – The mother of a child with a parent in HMP Lindholme

"We got... two books and my OH [other half] got the same books so he read over the phone. I've also done this personally through Amazon (ordered him kids' books and I've got the same)! Hope it helps!" – The mother of a child with a parent in HMP Lindholme

"[I am] so happy with this package for my daughter. She loves it and no doubt she will be having me read the books before bed. Thanks Melissa! You're a star!" – A mother who received some books for her child

Family Days

Family Days are usually a cornerstone of Pact's work with prisons and offer families a visiting experience that is unlike a standard prison visit: prisoners and their families can enjoy meaningful interaction with each other, and everyone is able to leave their chair and hug their relatives. During 2020/21 we were unable to run any Family Days due to Covid-19 but we are working hard to ensure that we can resume Family Days as soon as it is safe to do so.

Virtual play sessions

With face-to-face supervised play services suspended due to the pandemic, our trained staff and volunteers worked to find innovative solutions to support children with therapeutic activities in a remote setting. We focused on developing activities that would require minimal supervision from adults at home, such as card making and model building. We also created 'Play Packs' containing all the resources for these virtual play activities, which were posted to each child ahead of their virtual play session, to remove any financial barriers to accessing this support.

In 2020/21 our trained volunteers and staff at HMP Brixton provided over **102** hours of virtual play to 25 children and our playworker at HMP Wandsworth supported **47** children through recorded play sessions and stories.

Parenting and relationship education

During 2020/21 our Groupwork team invested time and resources into adapting our relationship and parenting education and family learning programmes for in-cell delivery. Responding quickly to the changing landscape of the pandemic, we continued to deliver our specialist education courses remotely throughout the London prison estate under the new Prison Education Framework 'Dynamic Purchasing System'. We were able to remotely support prisoners in HMPs Brixton, High Down, Pentonville, Thameside, Wandsworth and Wormwood Scrubs and HMP/YOI Isis to complete **522** of our in-cell booklets.

We also used this adapted delivery model to successfully work remotely with a group of **16** prisoners at HMP Manchester, providing courses to help fathers build, develop, or sustain relationships with their children.

We look forward to once again being able to offer in-person groupwork when it becomes safe to do so.

Development of group work

Alongside adapting our existing offering of specialist courses for in-cell delivery, the Groupwork team this year began developing a suite of remote support resources for the

women's estate, working closely with our Family Engagement teams to offer positive relationship education and learning to the women.

We developed five individual booklets:

- **Mothers Inside and Out** is designed to help women develop the skills required to cope with being a mother in prison and prepare for life as a mother after release.
- **Preparing to Go Home** is a booklet to help women start making plans and prepare for the reality of life after a prison sentence.
- **Building Stronger Relationships** is designed to help women explore how they feel about themselves and how that impacts their feelings in and about relationships, including relationships with partners, children, and friends and in a professional setting.
- **Women's Positivity** is a booklet to help women take some time for self-care and work through barriers to having positive feelings about themselves.
- **Road to Empowerment** is designed to help women become more confident and to set and reach their own goals.

We were also pleased to work in collaboration with the Mayor's Office for Policing and Crime (MOPAC), Advance, and Women in Prison to expand our groupwork offering to women in the community with some experience of the criminal justice system. Although we had hoped to create a series of in-person workshops and interventions to be delivered at Women's Centres across London, restrictions on face-to-face contact brought about by the pandemic meant we had to adapt our delivery model. We therefore created four specialist booklets that could be completed by women with minimal (remote) support:

- **The Ups and Downs of Motherhood** is a booklet supporting women to identify how to overcome the challenges of motherhood and encourage talking and play with their children.
- **Getting to Know You** is designed to help women identify ways to feel more connected to their children/grandchildren, including conversations with their children.
- **Family Mindfulness** is a booklet containing a variety of ideas on how women and their children can use their senses in a mindful way and practise gratitude.
- **Appreciating Yourself** is designed to help women and their children identify ways to improve their self-esteem and put their ideas into practice.

Thanks to generous funding from MOPAC we were able to print and distribute copies of each of these booklets to every women's prison in England, and to our partners, Advance, and Women in Prison, for use by their skilled caseworkers supporting women in the community.

The positive impact of our groupwork courses can best be illustrated by feedback from participants:

"This course [Good Relationships] should be more broadcasted because it really does give you a better insight into a good relationship. I would recommend this booklet to others because it has opened my eyes to a lot of faults on my part and has given me a better understanding of communication skills. It was spot on

actually, it made me understand that feelings or to open up is quite healthy for a relationship.” – A resident at HMP Wandsworth

“It was refreshing to be able to begin the process of reconciling my emotions [about the past] with information gained from these booklets.” - A resident at HMP Wandsworth

“It makes me feel prepared about going home when I leave prison. It made me realise why I got myself in prison in the first place.” – A resident at HMP Wandsworth

Supporting prisoners with the most complex needs: HMPPS ESF CFO3 programme (European Social Fund Co-Financing Organisation)

We have continued to achieve impressive outcomes in the CFO3 programme, a service we deliver as part of the multi-agency team led by Ixion Holdings. In the past year, our teams working across prisons across the West Midlands and South East (Surrey, Sussex, and Kent) have consistently exceeded expectations, engaging with and providing support to **537** of the 'hardest to reach' people either in custody or in the community upon release and recording over **1,100** positive outcomes in support of their personal development journeys.

These results are even more extraordinary in the context of the pandemic which drastically limited the team's reach. They are also remarkable because the prisoners who were enrolled into this programme are those with the most complex needs – who are not engaging with the prison regime or rehabilitative programmes/courses; those with poor family support and/or social networks; often those who are not leaving their cells and are therefore the most likely to reoffend on release. They are, sadly, often referred to as people who are 'hard to reach' or who have 'nothing and nobody'.

For our CFO3 programme team, no two participant journeys are the same: we adapt our approach and tailor interventions to an individual's need. Therefore, positive outcomes vary from addressing basic life skills (including personal hygiene, motivation, and self-esteem) through more structured interventions designed to support prisoners' transition into mainstream activities, to entry-level education. Through these interventions we might see someone begin engaging with the main prison regime, reconnecting with their family, or ultimately gaining meaningful employment upon release.

Our work can have an incredible impact on people who are often seen as 'hopeless cases'. This is just one example from a Case Manager working with Lucy (not her real name):

Lucy had been in prison for seven years when I first met her; about halfway through her 15-year sentence. I soon learned that 15 years was also Lucy's age when she had been arrested. Despite keeping out of trouble for the three years after her arrest, Lucy was tried when she turned 18 – so she was serving the sentence of an adult.

Lucy's Senior Probation Officer was the one who asked me to work with Lucy as part of the CFO3 project: the plan was to help her build up her self-esteem and

confidence, and develop her thinking skills, problem solving and motivation. But first I'd have to gain Lucy's trust, as her past experiences meant she was highly suspicious of anyone new – and often rejected offers of help and support.

Lucy's position was understandable, and heart-breaking: she had been the victim of sexual abuse for most of her early life and was placed into the care of Social Services aged just 7. When she turned 13, she met a group of men who she thought she could trust – but who were in fact a gang who groomed, raped and abused her, including feeding her drugs and alcohol to keep her compliant with their demands. She became so entrenched in this way of life that this behaviour was normalised for her. At 15, Lucy managed to escape the gang and report them to the police – but her involvement could not be overlooked, and she was arrested.

I started making regular appointments to see and speak to Lucy and, gradually, over time, we reached a place where she believed I was on her side. Once we'd established this trust, we were able to start working together on strategies to improve her self-esteem and motivation, and after a few months, Lucy started to take ownership of her own development and plans for her future. I was delighted when Lucy began taking educational courses and getting the qualifications that she needed to work towards a Foundation degree in management. She told me she was also receiving high praise for her work, which was a huge boost for her, and made her even more determined to succeed.

Since we've been working together, Lucy has been granted permission to move to an 'open' prison where she has been able to apply for Release on Temporary Licence and find work and volunteering placements in the community. As a consequence, she has been able to secure a job interview with a well-known logistics company – and now has a confirmed offer of employment on release. I couldn't be more pleased for her.

Lucy's future now looks bright. Her ambition is to study a degree in management as she wants to pursue a career in warehousing. After all that she's achieved so far, I have no doubt she'll succeed.

Release

Building safer communities through our post-release services

Supporting prisoners 'Through the Gate'

The 'Through the Gate' service provided by Pact Futures CIC (our subsidiary) is a lifeline for men and women who are leaving custody and experiencing a range of complex issues (such as homelessness, drug and/or alcohol addiction and mental and/or physical health concerns) often with no other support networks. With many prisoners this year finding themselves released into a world that has changed beyond all recognition due to the pandemic, the need for this kind of support has been particularly acute.

In 2020/21 our 'Through the Gate' services covering the whole of Wales, the South West and West Yorkshire, and 'Meet at the Gate' in Hampshire and the Isle of Wight, provided

telephone-based mentoring support to **1,834** individuals on release – a **20%** increase compared to last year. This significant achievement is testament to the flexibility of our mentoring team whose quick transition to remote service delivery enabled them to harness the time previously used to travel to face-to-face meetings to engage with an unprecedented number of prison leavers in need.

The practical and emotional support that our 'Through the Gate' mentors provide can make all the difference to someone during those first crucial hours, days, and months after release. The following story is from one of Pact's 'Through the Gate' mentors working with Simon (not his real name):

"When Simon was released from prison, he had nowhere to call home. With just £46 in his pocket, the standard discharge grant for prisoners, he made his way to his Probation appointment to find out whether he would have a roof over his head that night.

The only accommodation available for Simon was a hostel in another town. Despite being desperate for a warm bed, Simon knew he couldn't accept a place there: he knew that he would face threats of violence and the temptation of drugs at the hostel. With a heavy heart, he refused the place, and the council revoked their obligation to find him somewhere to sleep.

Disheartened, but determined not to put himself back in danger, Simon walked to his parents' house. He knew he wouldn't receive a warm welcome. His heroin addiction meant he had stolen them from them in the past, and he had hurt them countless times. Unwilling to let Simon sleep in the house, his parents suggested that he slept in the greenhouse at the bottom of the garden. At least he would be out of the rain. They also let him make a call – to me.

I had first heard about Simon a few months before, while he was still in prison. In normal circumstances, I might have visited Simon to help him prepare for his release, and then met him at the prison gate. But because of Covid-19 restrictions, this wasn't possible. I had only been able to email Simon to let him know about Pact's Through the Gate support, and I hadn't heard anything in response before his release.

When Simon finally called me, it was great to hear from him. He explained how he ended up in the greenhouse and said he was worried because he'd not been able to pick up his medication from the City Centre - he knew that he always ran into trouble when he went into town, so he had stayed away.

The first thing I did was arrange for Simon's prescription to be sent to the town where his parents lived. I was keenly aware that Simon needed somewhere permanent to stay, so I also began contacting local organisations that might be able to help.

I also needed to help Simon in the short-term. He had nothing: no money of his own and no clothes other than the prison clothes he was released in. There was no bed in the greenhouse, and it was bitter cold outside, so he was freezing at night. He

had no mobile phone, so we had to speak using his parents' house phone, which caused a lot of tension.

I applied for one of Pact's welfare grants: a small amount of emergency funding that could help him to buy a few crucial items that would make a huge difference to him: a sleeping bag, a camp bed, some clothes, a mobile phone with some credit on it, and some food. Fortunately, the application was approved within hours, and I was able to purchase these essential items for Simon straight away.

I was able to take the items to Simon's parents' house and drop them off on the driveway outside. Simon was delighted. He said nobody had ever helped him like this before, and that I'd gone above and beyond what he could have expected. In that moment, he felt as though he had real hope of making a fresh start.

Pact's Through the Gate support is designed to be temporary, so my contact with Simon came to an end in the following weeks, after I had referred him to a wealth of other organisations to support him with his mental and physical health, employment, and the all-important housing. My hope for all the people I work with is that they stay safe, and well, and on a new path after I leave them. But I know that life isn't perfect. No matter what happens, if he ever needed help again, we would be here. It's part of the Pact ethos to treat people as human beings and not criminals, full stop: we don't give up on people and that's brilliant."

We have also supported **416** service users through our Family Resettlement services in Cumbria and Lancashire – a **75%** increase on the previous year - and **85** men and **84** women in the community through our community-based mentoring programme within the Thames Valley.

Every step of the way

Supporting those affected by the justice system with our wrap-around services, every step of the way

Providing digital information for prisoners' families

We continued to provide vital digital information for prisoners' families through our online Visitors' Guides for prisons across England and Wales. These guides contain basic useful information about each prison but in 2020/21 took on increased significance as an essential source of information about changes to prison visits – including the roll-out of Purple Visits video calls across the estate. Our service users tell us that much of the information found elsewhere online can be out of date, so we remained committed to updating our digital Visitors' Guides as soon as possible and always within 72 hours of being notified of a change. For much of the financial year we were the sole provider of detailed up to date information about social visits across the prison estate.

Over the course of the year **80,502** people looked at one or more of our individual Visitors' Guides. You can find the guides at www.prisonadvice.org.uk/prison-visitors-guides.

Providing resources for prisoners and their families

With 23-hour lockdowns in place across the prison estate, including the suspension of activities such as education and work, we identified a clear need for in-cell resources to help alleviate boredom and support the overall wellbeing of prisoners. We quickly set to work creating a collection of basic 'distraction' resources, including quizzes, games, and origami (paper folding) booklets. These resources were originally offered online so that prisons - and families on the outside - could access, download, and distribute them as quickly as possible; however, as the lockdown continued, we invested in getting the booklets professionally printed and distributed across the prison estates.

Alongside these resources we also developed a brand new 'Pact Packets' series for children: a 21-day Superhero Challenge aimed at younger children and a 21-day Journal Challenge aimed at older children/teenagers. These were shared online with families and with the Prisoners' Families Helpline as a tool to engage parents in conversation with their children and a resource for parents who were struggling to support or entertain their children as the lockdown continued. The 'Pact Packets' were expanded to offer more varied distractions to prisoners in their cells: we developed more quizzes, workout booklets and creative writing challenges. During 2020/21, **3,663** individual people accessed our remote resources over **6,500** times through our website, and we sent out over **6,200** hard copies of these resources to prisoners and their families across England and Wales.

'More activity packs received today; the residents are really enjoying the distractions! Thank you to everyone who is sending them, they most definitely are being used and are very much appreciated.' – An officer from HMP Sudbury

Drawing on Pact's academic partnership with Sheffield University and our expertise in family learning, we also saw an opportunity to design a letter-writing booklet to support prisoners with lower-level literacy skills. Working in partnership with the Shannon Trust we developed a booklet to give guidance on how parents in prison can write to their children as well as maintain contact with family and friends through letter writing. We arranged for **20,000** copies of 'Writing Home' to be gifted to **52** prisons across England and Wales to support prisoners to keep in touch with their loved ones at a time when maintaining contact has never been more important.

Prior to the nationwide lockdown, Pact Futures CIC was also mobilising in preparation for delivery of relationship courses at HMP Bullingdon and across the London prison estate. Once again we saw an opportunity for innovation in delivering this contract and developed five brand new remote learning booklets which incorporate the themes of our courses: 'Going Home' (for prisoners preparing to leave prison); 'Dads Reconnected' (for fathers who want to improve their relationships with their children); and three booklets focusing on issues in relationships such as anger and stress, conflict, and communication. During 2020/21, we provided **1,076** remote learning booklets of which **522** were completed at the end of the financial year. This is a course completion rate of 49% which is impressive given the circumstances of the pandemic. We plan for these booklets to continue to form part of the Pact Group's education offering beyond Covid-19.

Prisoners' Families Helpline

In 2020/21 we continued managing the HMPPS-contracted national Prisoners' Families Helpline and digital information service for prisoners' families (a contract we acquired in August 2018). Through this service, our team of highly trained staff and volunteers provide information, advice and signposting to callers 7 days a week on a wide range of issues from booking visits and sending property to what happens after a loved one is arrested or released from prison. The service also manages safeguarding concerns through an agreed escalation process with HMPPS through to Safer Custody teams.

On average, our team dealt with roughly **2,250** calls per month, responded to over **400** emails per month and provided digital information to an average of **21,000** website visitors every month.

We know that the support and straightforward information offered through the Helpline provides much-needed relief to the thousands of families who contact us, who have been left feeling bewildered and confused by the prison system.

The feedback we receive from callers demonstrates the impact of the Helpline's support on prisoners' family members:

"I have called twice, and the first call was really helpful, but I am emailing about the second call which was excellent and worthy of recognition for the way it was handled and managed by the team member in question.

The Helpline operator on the day I called was excellent. My son is in prison, and I'm trying to help him sort out stuff in relation to a broken-down relationship and lack of access to his own daughter, where communication has broken down completely and it has become extremely complex. I was really desperate for a starting point and a way forward and I found it via the call with yourselves and within the interaction with your call handler, it was positively brilliant.

I had a lot of information and background to share as quickly and as concisely as I could and the Helpline operator listened and took it all in. She shared some links and routes for me to follow and was very sympathetic to the circumstances I was in and that was really appreciated.

I know quality when I see it and this was quality and it is worth praising indeed. Please pass on my thanks and best wishes. Much appreciated and thank you again."

Supporting prisoners' families to cope with their loved one's sentence

The past year has been extraordinarily difficult for prisoners' families. With the constant uncertainty around when they will see their loved ones again in person, and ever-present concerns around their loved one's wellbeing, many have needed extra emotional support. Prisoners' families already face a great deal of isolation due to the stigma of having a loved one who has committed a crime, and often describe the experience as

serving a 'hidden sentence'. Coping with this on top of the isolation we have all faced during lockdown has been extremely tough on people.

In 2020/21 we saw a huge demand for our befriending service, where trained volunteers provide emotional support over the phone on a regular basis to family members struggling to cope with the impact of their loved one's sentence. To meet this demand, as of February 2021 we had recruited and trained **52** active volunteers who have supported around **150** people throughout the past year. Our befriending service has also now been made available to callers who are aged 14-18 years.

The following story is an example of the type of support we have offered to people throughout the pandemic, and is a testament to the emotional and psychological impact of the service:

When Lizzy's husband went to prison, she was deeply shaken. He was her rock. He had taken care of everything, all the practical tasks involved in running a home - paying the bills, dealing with repairs - and when he was gone, she realised just how much she relied on him. Finding herself suddenly alone, Lizzy's mental health declined rapidly. She was frightened and had begun talking to herself just to give herself a bit of comfort. Too ashamed to reach out to friends who she felt might judge her, Lizzy contacted the Pact team.

Pact's Befriending Co-ordinator, Maria, answered Lizzy's call. Recognising that Lizzy was suffering deeply and very isolated, she talked to Lizzy about how our befriending service might help.

Although a little hesitant, Lizzy agreed to give it a go, and Maria matched her with Jade, one of our Befriending Volunteers.

Jade recalls:

"I first met Lizzy after her husband had been in prison for a few weeks. I could sense that she unsure whether I was committed to helping her, but, as time went on and she could see I was keeping our appointments and sending her reminders, I showed her she could trust me. Slowly, Lizzy began to open up about how hard things were for her."

Through their regular calls, Jade soon realised that Lizzy had been living in total isolation. Jade was the only person Lizzy had had contact with since her husband went to prison, which had now been months. This isolation and the distress of coping with her husband's sentence completely alone had begun to severely impact her mental and emotional wellbeing.

Lizzy was also struggling with the practicalities of running her home alone. Together, Jade and Lizzy began to set targets; small, achievable tasks which helped Lizzy gain confidence, such as setting up a bank account in her own name. Jade also helped Lizzy to set up video calls, meaning Lizzy could enjoy regular video contact with her husband in prison.

After five months of befriending support, Lizzy is getting ready to move on. She's much more independent and confident and has begun to have contact with a few friends. Daily life is more manageable for her and she's coping much better with the 'hidden sentence' faced by so many prisoners' loved ones.

We are so grateful to our volunteer Befrienders, who represent a variety of different backgrounds, but who are alike in their capacity to be empathetic and non-judgmental, and happy to provide a listening ear. One of our Befriender volunteers, a retired grandfather, humbly told us:

"I'm not sure how useful I am. Mostly I just listen. But they keep talking to me so maybe what I'm doing is OK."

Providing emergency grants to those in need during Covid-19

Thanks to the generous support of the Colyer-Fergusson Charitable Trust, the Albert Gubay Fund, Smallwood Trust and the London Housing Foundation, we have been able to offer emergency grants to people affected by imprisonment. This funding was awarded to us as a direct result of the Covid-19 pandemic as we anticipated that the issues that prison leavers and their families already face would be further exasperated throughout this difficult period.

Over the past year, we have issued £70,000 in emergency welfare grants to people in need. In 2020/21, **459** applications for the grants were successful.

The most common requests were for support to buy food and clothing, as well as basic phones and toiletries. Thanks to our highly efficient application process, we can provide emergency funds to people with a quick turnaround, often within 24 hours - something which many other providers are not able to do.

John's story below demonstrates the difference that this funding can make to someone who is trying to rebuild their life and make a fresh start:

John is a 21-year-old, devoted single father of a toddler, struggling financially on benefits. He had been supported by a Pact volunteer for 6 months, after receiving a suspended sentence. He had clearly demonstrated how important being a father was to him, and he had worked hard to improve his life and be a good father to his young son.

John was struggling to pay his bills, and when the cooker in his housing broke down, he didn't know what to do. He had no way of affording a new cooker, and he was denied a replacement by the Local Authority discretionary fund as they did not deem it as essential. He was worried that he was not going to be able to provide essential nutrients for his growing son and when he spoke to the Pact volunteer, he found himself becoming overwhelmed with emotion at the thought that he may not be able to cook his son mini-roast dinners on a Sunday – something he felt strongly he wanted to do as a father.

The Pact volunteer supported John in applying for Pact's welfare grant so that he could replace his cooker, and he was delighted when his application was successful. Pact was able to purchase him a new cooker and provide him with a food voucher to stock up on essentials.

John was extremely grateful and repeatedly thanked the volunteer who had worked with him on the application. He told the volunteer that being able to sort this out had made him feel like a better father already, and he was excitedly researching lots of toddler friendly meals for his son that he could try out on the new cooker!

What's new?

Leading the way with innovative approaches to how rehabilitation is done

Routes 2 Change

Our flagship 'end-to-end' integrated rehabilitation and resettlement programme at HMP Brixton, Routes 2 Change, continued to go from strength to strength this year, demonstrating that family work which bridges custody and the community is the 'golden thread' in the prospect of positive change for those coming into contact with the criminal justice system. We continued to provide support for prisoners, their children, families and significant others (subject to robust risk management) from induction, through custody and for up to six months post-release.

Of **904** prisoners who entered HMP Brixton in 2020/21, we triaged **34%** (311). Due to Covid-19 restrictions we had to do all our triaging remotely rather than in person. Out of all those we triaged, **196** (63%) went on to be supported by our Routes 2 Change programme and **115** (37%) did not wish to go any further.

In addition, we started to work with more prisoners coming to the end of their sentence. In 2020/21 we worked with **52** people on release and in the community, compared to **11** last year.

The following story demonstrates the type of work we do in our Routes 2 Change programme and the impact that it has:

Martin spent the majority of the last decade in and out of prison. He had struggled with addiction and had a fractured family life.

But when Martin came to HMP Brixton in 2020, he knew that something needed to change. He was determined to get out of prison and not ever come back.

When Martin came into Brixton, Greg, one of the Pact Routes 2 Change team, made contact with him in his first few days. Greg asked Martin how we could support him to care for his family while he was in prison, and what we could do to support him to make a fresh start on release.

It was clear that for Martin, maintaining contact with his family, particularly his 5-year-old daughter, was the most important thing for him. He said:

"In prison, to keep contact with your family is like a ship having its anchor. The letters, the telephone calls, they're the anchor that keeps you sane in prison. They're what you strive for every week, getting that letter or phone call, it keeps you going. They are the lifeline that keeps you from floating away from all reality."

During his time in Brixton, his daughter attended Pact Family Days. They could play, hug, get their hands dirty in all of the arts and crafts and fun activities, and enjoy a sense of normality. In between visits, Martin spoke to his daughter on the phone every week.

Martin talked about how much being a father means to him:

"My role as a father is so important for my resettlement. [My daughter] knows who I am. I've been in prison all of her life but I'm not going out a complete stranger to her. She knows I'm her daddy, she knows who I am and what I look like, so it's good. We've got that bond. The most important thing I want is to go out and be a proper father to my daughter."

In the weeks leading up to Martin's release, Greg from our Routes 2 Change Team worked with agencies outside to ensure Martin was leaving prison with accommodation secured, Probation appointments organised and financial support in place. Martin, having worked at The Clink restaurant in HMP Brixton during his sentence, enrolled onto an intensive English Butler training course where he could put his hospitality skills to good use – though, unfortunately due to the Covid-19 outbreak this had to go on hold.

Today, Martin is enjoying his freedom, and most of all enjoying being a father. He lives in a flat just 10 minutes away from his daughter and was supported to apply for and access Pact's welfare grant, which meant we were able to provide the financial assistance he needed to buy the essentials to make the flat a home. Greg continues to be in regular contact with Martin to offer practical and emotional support, and ensure Martin stays focused on his route to change. Now in charge of the school run, he sees his daughter every morning and afternoon when he drops her off and picks her up from the school gates and enjoys hearing all about what she's got up to that day.

He said:

"Being out is fantastic, it's great! I'm spending lots of time with my daughter. I pick her up from school and she spends a lot of weekends with me. It's fantastic, it's more than I could ever have dreamed of. She keeps me on my toes! She's very active, so I'm always active and having to do lots of things with her. She's taking all of my energy all of the time and I am loving every minute of it."

I'm out in the big wide world now. I'm so happy, it feels wonderful. If it wasn't for the help I received from all of the organisations including Pact, I don't think I'd be in the position I am in now. It's brilliant."

Fresh Start Centre

In 2020/21 we were also delighted to finish building and furnishing our brand-new Visitors' Centre just outside the prison gate, which provides a friendly and welcoming environment for prisoners' families before and after their visits. As well as acting as a traditional family Visitors' Centre, the new and improved space also offers a learning corner, drop-in sessions and a secret garden for children where they can come and enjoy planting flowers.

With the old Visitors' Centre building then redundant – and in desperate need of a refurbishment – we were thrilled to have the opportunity to repurpose the building and create our first ever 'departure lounge' for prisoners leaving HMP Brixton: a safe space for men to receive essential supplies and support as they decide where to go and what to do next. We were very excited to launch this departure lounge in 2020/21, which was named the 'Fresh Start Centre' by the men in the prison.

The Fresh Start Centre is now home to our Family Resettlement Workers, who provide support to men being released from HMP Brixton on the day of release and up to 6 months post release. The Fresh Start Centre provides backpacks for newly released prisoners, including essential supplies for their first days on the outside. There are also two IT stations for the men to complete essential online tasks that will support them in their rehabilitation. The Centre hosts family group conferencing, face-to-face befriending support for the men and their family members, therapeutic play sessions for children and more.

After a successful 2-year pilot, we secured funding to extend our services for another three years at HMP Brixton, and are delighted to be launching Routes 2 Change in HMP/YOI Isis

As we take this next step, launching Routes 2 Change in a different prison environment, with a diverse, younger population, we will be undertaking research, working in consultation with prisoners, families, prison staff and practitioners, to look at what can be learned from the HMP Brixton pilot, and how the model can be adapted to best meet the needs of prisoners at HMP/YOI Isis and their families.

Pact pioneers ground-breaking approach to prison-based support for women with creation of new Social Workers roles

Building on our work with women in prison, we were delighted to secure funding from the Sylvia Adams Trust to launch a pioneering initiative, recruiting our first ever prison-based Social Workers. The two posts, which will be based in HMP Send and HMP Eastwood Park, will provide vital specialist support and advocacy to women in prison whose children are in or are at risk of being in local authority care.

As of Spring 2021, the two new workers had been recruited to these roles and were looking forward to getting started. One of the new workers said:

"I want the women to know that even if they are in prison, they deserve a place at the table to discuss their children. I understand how hard it must be for them. They often don't know the system, or how it works which can prevent them from asking for support. It's a good opportunity to both support them directly and be their advocate, while also giving them the tools they need to advocate for themselves after release."

Making custody safer

In 2020/21, building on Lord Farmer's recommendation for effective communication gateways for prisoners' families, we began working in partnership with HMPPS on the Safer Custody Innovation project, thanks for their generous grant.

The project sees us working closely with 3 pilot sites – HMP Nottingham, HMP Foston Hall and HMP Eastwood Park – to review and improve their practice around Safer Custody and communicating with families about their concerns. The project will also see the development of Family Induction Booklets, providing information to all families with a loved one in those prisons, with basic information around the regime; what facilities are available such as education, work, gym, and worship; ways to stay in touch; healthcare provision; and what to do if you have a concern about a loved one's wellbeing. We will also develop a toolkit that can be used by prison Safer Custody teams to improve practice and streamline processes.

Another key strand of this project is the redesign of the Prisoners' Families Helpline website (www.prisonersfamilies.org). In the second half of 2020, Pact worked closely with HMPPS and in consultation with prisoners' families, prison family services providers and criminal justice professionals to improve the Helpline website. Following this consultation, Pact launched the brand-new website in February 2021 with refreshed content, presented in a modern, user-friendly, visually appealing way, where information is easily accessible, accurate and up to date. The new website features a contact form where people can submit enquiries directly to the Helpline team, securely and confidentially. It also includes a translate feature, enabling all content to be translated into many languages, as well as downloadable fact sheets.

In March 2021, we launched a new section of the website we call the 'Safer Custody Portal', where visitors can find Safer Custody and emergency contact information for all public sector prisons in England and Wales, alongside a short video explaining what families can do if they are worried about a loved one in prison.

Though Covid-19 has restricted some of our efforts to get into prisons and work closely with Safer Custody teams, much progress has been made with this project already. Over the next financial year, the team will be monitoring the effectiveness of the new website and portal, developing more content, and building our partnership with the pilot sites to improve communication with families and help make custody safer.

We would like to thank HMPPS for their funding for this piece of work and are pleased to be working alongside them on this initiative.

Volunteering and the 'Common Good'

We started 2020/21 in the middle of community lockdown, with **561** active volunteers. Despite Covid-19 causing major disruptions to many of the services most supported by our volunteers, we were pleased to end the financial year with **380** active volunteers and a further **149** prospective volunteers moving through our recruitment and training process. Due to the challenges we've faced during the past year, our volunteers contributed **11,337** hours of their time to Pact (the equivalent of 1,511 working days) compared to **63,014** hours in the previous year. We continue to be grateful to all our volunteers for their ongoing support and dedication.

During the pandemic we also saw two of our services really thrive: our national Helpline service for prisoners' families and our national befriending service, providing emotional support over the phone to prisoners' families struggling to cope with their loved one's sentence. Both services grew considerably over the year as family members sought more support during this period of uncertainty. Currently both services have **72** active volunteers.

"The befriending service overall has provided an invaluable support to the befriendees who I have been in touch with and they have, without exception, said that they found the service useful. Some of the befriendees we are supporting are feeling extremely isolated and vulnerable so, as well as providing a support service, we are helping them to feel less isolated than they otherwise might.

Please accept my thanks for the quality of the support and the professionalism of the service that you are offering to those of us who are delivering this befriending service." - Befriending service volunteer

On 30 September 2020 we were delighted to host our annual Volunteer Awards ceremony at an online event, including guest speaker Dr Jo Farrar, Chief Executive of HM Prison & Probation Service. The event was held via Zoom and was attended by **172** people. There were two award winners: a Family Services Volunteer at HMP Onley and a Community Mentor from Cumbria and Lancashire who provides support to prison leavers. Both winners were presented with the 'Unsung Hero' award by our award sponsors, The Marsh Christian Trust.

Though it has been a difficult year, 2020/21 has presented us with an opportunity for housekeeping, so we have been able to conduct a thorough audit of our administration practices and reduce the number of applicants being held in the recruitment process. Our National Volunteering Manager (a role funded by The Charles Hayward Foundation) has chaired several volunteer forums for Pact staff to promote and support volunteer engagement, through encouragement of regular communication, social activities, and where possible ongoing volunteering.

The Volunteer Working Group (VWG), chaired by the National Volunteering Manager, has also continued to meet throughout the year and has started to work on Pact's Volunteer Strategy, which will be developed and implemented in 2021/22. Part of the work the VWG have done this year has been around quality assurance of the volunteer training. In the

last year, **291** volunteers completed around **2,500** hours of training through Pact Academy, our new learning management system, which was implemented in June 2020.

We are also pleased to announce we have received grant funding from The Voluntary Solidarity Fund to support our efforts to achieve 'Investing in Volunteers' accreditation (the UK quality standard for good practice in volunteer management).

The impact of our volunteering opportunities is best described by the volunteers themselves:

"I have gained so much knowledge about the prison and criminal justice systems, both from practical experience, and from the brilliant training I continue to receive from Pact. I have also got better at thinking on my feet, being empathetic and listening. I would very much recommend volunteering with Pact - it is honestly one of the best things I have done. It's interesting and rewarding, you never stop learning, and the people you meet are fantastic." – A Family Services volunteer

Journeys to Freedom: high support work placements and coaching for prisoners

In May 2019 Pact launched a brand-new project called **Journeys to Freedom**. This is a service generously funded by London Housing Foundation (LHF), City Bridge Trust and the Colyer-Fergusson Charitable Trust which was designed to support women prisoners Released on Temporary Licence (RoTL) through the provision of voluntary work placements at Pact, as well as a package of intensive ongoing support for up to six months after their release. The goal is to support the women to improve relationships with their families, increase their confidence to take up education, training, and employment, and to support successful resettlement in London.

In 2020/21, despite the many challenges presented by Covid-19 (including the suspension of RoTL placements), the project supported **14** prisoners leaving HMP East Sutton Park, HMP Send, and HMP Downview. Prior to Covid-19, **7** women took up a voluntary work placement with Pact.

Throughout the year, the 14 women took on a variety of different voluntary roles, from supporting our administrative functions in our Central Office, to supporting prisoners' families through Pact's Families' Casework and Advocacy service and supporting visiting family members in Pact-run Visitors' Centres.

The work placements were structured and supported, ensuring that the opportunity gave the women the chance to learn new skills and gain experience.

In addition to this, the project supported the women in their resettlement as they rebuilt their lives in London by offering them support from Pact's Emergency Welfare Fund Grant Scheme. This Scheme enabled them to purchase essential food, clothes and toiletries, as well as household items such as white goods, bedding, and furniture for their accommodation following their release from prison.

The impact of this programme of work is enormous. With employment being one of the most strongly predictive factors in reducing the likelihood of reoffending, being able to offer an opportunity like this, where the women can gain valuable work experience and

build their confidence, puts them in far greater stead to make a fresh start.

The Key Worker has adapted to provide support remotely, offering the women the guidance they need. This has been very much appreciated by participants.

One of our RoTL volunteers said:

"Volunteering for Pact did and continues to do so much for my self-esteem. Pact has reminded me that making a mistake isn't the end of the world but something I can learn from and turn into a positive. Since I started volunteering at Pact, I have felt my self-esteem grow. I walk differently and feel different about myself and this has a lot to do with me volunteering for Pact and the support I receive from them."

Another of the women, who was supported prior to her release and during her resettlement journey, told us:

"Regular contact with [the Key Worker] has meant so much to me throughout lockdown. We have a one-to-one every Friday which has really helped me build up my self-esteem. I was released from prison a week before lockdown and relocated to London. The support I had on the day of my release helped me to secure accommodation and deal with my anxiety about meeting my Probation officer."

Influencing commissioning, policy and legislation

Pact is all about providing services that enable people to live better lives. We understand that the most important thing for us to do well is to listen to the people we serve. This is because our services are based on what our service users tell us will make a difference to their lives. We want to achieve outcomes that are meaningful to the people we serve.

Sometimes, however, we recognise that solutions are beyond our control – that what we are hearing from our service users is that there is a need for things to change at a systemic or policy level. When this happens, we look for opportunities and solutions. In some cases, this means providing children, families, or people with convictions with a platform from which their voices can be heard.

Here are a few recent and current examples of Pact advocacy in action:

500 new prison places for women: our perspective

In January 2021, the Ministry of Justice announced that 500 new prison places will be created for women as part of their new initiative to 'steer women away from crime'. After reading through the details, we published our statement on the announcement which we felt included some positive notes, but also raised concerns from our perspective.

We were encouraged to see as part of these plans, a drive to improve conditions for women in prison, which will enable more women to benefit from better quality family contact, particularly with their children, which as we know is vital. It was also good to see that these plans are designed to support more women to be held in open conditions,

which means they can have overnight visits with children, and start organising finance, work, and accommodation, putting them in a much better position to make a fresh start on release.

Our concern, however, is what is not addressed through these plans, specifically the vast amount of evidence suggesting we should be focusing on imprisoning fewer women. This evidence demonstrates high reoffending rates for women who are given custodial sentences in comparison to those who are given community sentences. We know that for many women, who have often committed non-violent crimes and are serving short prison sentences of less than 12 months, the impact on their family relationships, particularly with their children, can be devastating.

As Covid-19 has swept through the prison estate over the past year, the impact on women has been keenly felt. Incidences of self-harm and suicide were already alarmingly high, but a year of spending 23 hours a day being locked in a cell with practically no face-to-face contact with children and loved ones, has seen cases of self-harm and suicide increase at a worrying rate.

In a post-Covid-19 world, we concluded in our statement that it is clear that we need to make better use of alternatives to custody for women who have committed offences and minimise the harmful impact this has on their lives, on children and families, and on society.

Providing prisoners' families with essential information during Covid-19

2020/21 has been the most challenging time in living memory for prisoners and their families. Prisoners' families have often expressed that they have felt left in the dark and have been desperate to know two key things - when their loved ones in prison will have access to a Covid-19 vaccine, and when can they visit their loved ones in person. We have worked hard, collaborating with colleagues in the Prison Service to ensure we provide the best information possible for families on these issues, and are a trusted resource with clear, easily accessible guidance.

One of the resources we developed was guidance for prisoners' families which they could use when having conversations with their loved ones in prison about the vaccine. We created this after research found that nearly **20%** of the **805** prisoners consulted said they would decline the vaccine or would be hesitant.

Motivating factors included fears it would conflict with religious beliefs, and a feeling among some people that they did not need a vaccine as they were young and fit. Through our own conversations with prisoners' families, we learnt that prolonged isolation was making prisoners anxious. Mistrust and rumour were filling the gap of good information and questions were unanswered.

To help fill the void we created the resource which includes commonly asked questions and answers with straightforward facts about the vaccines from trusted resources including the NHS and Public Health England. We also included official guidance from a wide range of religious leaders, including the Catholic Church and British Islamic Medical

Association, to help reassure people that being vaccinated does not conflict with religious belief. You can read our resource for families at www.tinyurl.com/prison-vaccine.

Another key resource we created for families came after the announcement from the Prison Service on 29th March 2021 that prisons who achieved Stage 3 status in the National Framework for Prisons would be able to resume social visits. For families this was very welcome and exciting news. However, there were questions about what this announcement meant, and some families were left confused. Following discussions with the Prison Service, Pact created a guide for families explaining the announcement, what it meant, and when and how they could expect visits to restart in their prisons. We were delighted to hear from prisons and families that the guidance was extremely useful and helped people understand what to expect in the coming weeks.

HMP Nottingham shared our guidance on social media, commenting:

"Helpful guide to everyone with (quite rightly) questions about opening visits."

You can read our explanation of the Stage 3 announcement at www.tinyurl.com/stage-3-announcement.

Making the case for the Covid-19 vaccination programme in prisons

Since the fantastic, triumphant news of the development of the Covid-19 vaccines, one of the most debated and discussed subjects in the criminal justice sector has been around the best, most efficient way to roll out the vaccine in the prison estate. The impact that Covid-19 has had on prisoners and their families cannot be underestimated. Although thanks to the efforts of HMPPS and prison staff, deaths in custody due to Covid-19 were much lower than many feared, the toll it has taken on the mental, emotional and physical wellbeing of prisoners and their families has been immense.

We, alongside many others, made the case for the rollout of vaccines to be for whole prison communities – for anybody who lives or works in a prison, including non-uniform staff, chaplains, education workers, healthcare teams, charitable organisations and more. We shared our views on this in an interview with LBC Radio, in statements that we published on our website and social media and in our many, frequent discussions with senior officials and Ministers. We also shared our views in letters to health authorities, the Joint Committee on Vaccination and Immunisation (JCVI), to Ministers and HMPPS leadership.

We stated our strong belief that there is a clear public health argument for taking the whole prison approach, which had also been suggested by the World Health Organisation, and by many experts in the health and justice sectors.

Taking a whole prison approach to vaccinations would not only stop the transmission of the virus through the prison walls and into the community, it would also be beneficial for victims of crime. The entire criminal justice system has been in lockdown, causing a backlog in court cases, delaying justice for many, and key activities that support people to be rehabilitated and make a fresh start on release have been hugely impacted.

In March 2021, after the successful rollout of the vaccine to the top priority groups, the JCVI published its recommendations regarding the next stage of the vaccine programme.

We were disappointed to see that Ministers did not recognise the unique challenges facing prisons, and therefore followed the recommendation to vaccinate prisons in line with the community, using an age-based approach. This was despite media reports that members of the JCVI had acknowledged that an age-based approach is not practical for the prison estate and could lead to wastage.

In March 2021, we published our statement, saying:

"We hope that Ministers will rethink this approach so that a vaccine rollout can continue without delay and bring some much-needed relief to the prisoners who have spent over 8,000 hours in their cells, to their families who have waited so long for visits, and to the hidden heroes – the prison officers and non-uniform staff who have been under enormous pressure."

In this statement, our Chair of Trustees, Phil Taylor OBE said:

"It has been devastating to see the impact of the pandemic on prisoners' mental health, their families and all of the staff over the past year, and how, despite all of the efforts to stop the spread, sadly, many have been afflicted by this terrible virus. The vaccine has provided a ray of hope in what has been a very dark year and represents a real way out for the Prison Service. An efficient, effective vaccination rollout would give us hope of a return to a normal regime, where prisoners can maintain contact with their families and have access to education, exercise, communal worship and rehabilitative programmes, and staff can be alleviated of the immense pressure this has caused."

People who live and work in prisons understand the challenges that the environment brings, but can also recognise the opportunity it provides to quickly and effectively roll out the vaccine, given the authorisation to do so."

Voices for change: making prisoners' families voices heard

We believe the most powerful and effective way of bringing about change is through the stories, voices and experiences of the real people who are being affected. We believe that in order for change to happen, prisoners' families need to have their voices heard by Ministers, officials, governors, prison staff, the wider sector and the general public. We know that as professionals we can collate and present evidence, including hard data, to some effect. However, without the real voices of people with experience, our impact would be limited. Therefore, we capitalised on opportunities throughout the year to influence operational practice and culture by giving prisoners' families a platform to be heard.

Building on the success of our Prisoners' Families' Voices project, we developed a new Voices for Change programme which brought together a team of six 'Ambassadors' - people with direct experience of having a close relative sent to prison. Throughout the year we provided our Ambassadors with expert training and support to empower them to 'speak their truth to power'.

In 2020/21, we continued to build on this area of work albeit from a social distance. Some of our highlights include:

- In June 2020 the whole Ambassador group contributed to the Prison Reform Trust's CAPTIVV research project, sharing their thoughts on the Prison Service's handling of the Covid-19 prison lockdown. This report received wide media coverage including BBC News.
- In November 2020 one of our newest members of the Ambassador team did an interview alongside our CEO with LBC Radio on the impact of the Covid-19 prison lockdown, which was broadcast the same month. In the past few months, we have been exploring further media opportunities, and have been in discussions with journalists from The Times for a feature, and around an episode for Times Radio, looking at how imprisonment affects prisoners' families.
- In December 2020 we held our Sir Harold Hood Memorial Lecture as an online event, hosted by award-winning writer Frank Cottrell-Boyce. We were delighted to premier our film, *Hidden Sentences: Voices of Prisoners' Families*, which was created by our Ambassador Martin Freeth, and told the stories of prisoners and their families, the impact imprisonment had on their lives, and the hopes and dreams they had for the future. You can watch the film at www.prisonadvice.org.uk/news/some-things-we-cant-think.
- In January 2021 two of our Ambassadors contributed towards the creation of a new Pact Groupwork course for prisoners and their families called 'Being Home' which looks to address the challenges that families often face when their loved one is released from prison and resettling back in the family home.
- In January 2021, our Ambassador and now Trustee, Cleo Metcalf, worked alongside our CEO and Chair of Trustees to contribute to the Ministerial Reforming Mental Health Act.
- In the latter half of 2020 and early 2021 we were able to finalise the edit for our Routes 2 Change film, filmed and edited by our Ambassador Martin Freeth. The film follows the journey of a prisoner at HMP Brixton as he rebuilt his relationship with his daughter and wider family, following him from the day of his release, and in his first months of being on the outside. The film included an interview with the Governor of HMP Brixton, Louise Ysart, helping us to secure further funding for our Routes 2 Change pilot at HMP Brixton which is now expanding into HMP/YOI Isis. We are looking forward to launching the film more widely in 2021/22.
- The whole Ambassador group supported the Communications team in our HMPPS-funded project to redesign the whole website and launch the Safer Custody Portal – a section of the website which provides families with emergency contact information for all prisons in England and Wales. They provided valuable insights into what content was useful, what should be updated and what additional content we should include. They also gave input on how we could improve the design, making it more visually appealing, accessible, and clear for worried families who may have no experience of the justice system. The new website launched in February 2021 and has received enormously positive feedback from the public as well as our partners in HMPPS and other Family Services providers.
- In March 2021 the Ambassadors participated in a Strategy Review workshop, facilitated by an external consultant. This workshop was organised to review our 5-year strategy, what progress we have made, where we can improve and where we go next, particularly in terms of service user engagement.

- We were given the opportunity to pose some key questions to The Lord Chancellor and Secretary of State for Justice Robert Buckland in a video recording that was shown during an event in May 2021, at which he was the guest speaker. We used this opportunity and platform to give our Ambassadors a voice, and two of our group contributed questions around the subject from mental health care provision in prisons and including families more routinely in decisions around their imprisoned loved one's care. There was also a question around the Ministry of Justice's plans to build 500 new prison places for women, and whether the focus should be more on community interventions and investment.
- We were delighted to provide a reference for one of our Ambassadors, who subsequently secured a full-time role at Victim Support, thanks in part to her experience volunteering for Pact on our Helpline and her experience as an Ambassador.

In March 2021 we were very sad to learn of the passing of our Ambassador Martin Freeth. Martin had continued to be a valued, highly active member of our Ambassador group following the passing of his wife Averil Freeth, who had also been an Ambassador, in 2019.

Martin passed away at the age of 76 after a year-long battle with cancer. He was an extraordinary man, having spent a career in film production working for the BBC, producing many BBC Horizon programmes and working as a producer for Tomorrow's World. Martin donated a huge amount of his time to creating a number of documentary-style films for us, which told the stories of prisoners and their families. We count ourselves extremely lucky to have benefitted from his expertise and insights as a Pact Ambassador and we are eternally grateful for everything he did for us. We will miss him dearly.

You can read Martin's obituary in The Guardian at www.tinyurl.com/martin-freeth.

Chief Executive of HM Prison and Probation Service hears from our Ambassadors

On 30 September 2020, we held our AGM and Conference as an online event for the very first time. Though we were sadly not able to welcome our guests in person as we normally do each year, we were keen to still host an event that was impactful and interesting, as always, led by the voices and experiences of the people we serve – prisoners and their families.

At the Conference, which was titled *Working together for the 'Common Good' in a post-Covid criminal justice landscape*, we were pleased to welcome Dr Jo Farrar, Chief Executive of HM Prison & Probation Service as our guest speaker. We were also delighted to have Francis Toye, CEO and Founder of The Unilink Group as a speaker, who provided an insight into the increasing role of technology in the criminal justice landscape.

Attendees had the chance to hear from a panel of speakers, made up of prisoners' family members, who had been directly impacted by the Covid-19 prison lockdown. They heard about how this affected their lives and their relationships, the vital support that enabled them to maintain contact, and what lessons they feel the criminal justice system can learn from this unprecedented period.

Guests also heard from Pact volunteers about what inspires them to dedicate their time to supporting those caught up in the justice system, and how their roles have adapted to meet the needs of service users during lockdown.

We were pleased that during the Q&A panel Dr Farrar was able to answer some key questions from our panel of prisoners' family members as well as members of the public with a loved one in prison. Some of the questions included:

"In July this year my mentally ill (paranoid schizophrenic) father was finally released from Prison into a mental health institution. It is no exaggeration to say that he arrived at the institution in a condition which can only be described as being close to death. This bold statement is backed up by the forensic social worker who has formally raised her concerns with the prison.

Can you explain to me how I am to have any faith in your prison healthcare and safer custody teams when even with my countless safeguarding alerts, requests to engage with the prison healthcare team and pleas for help; they are all falling on deaf ears and being brushed to one side?

Should it really be the role of organisations like Pact to have to help get my concerns heard within the prison walls; highlight my father's immediate need for mental health support, the prison's duty of care to him and raise my concerns about gaps in your safeguarding practices?"

Another read:

"What is happening about progression and behaviour courses? My partner is years over tariff and has been waiting a very long time to transfer to open conditions. He has done everything asked of him, yet still nothing! He is stuck in a box, wanting to progress, but not being allowed to! Every day is a day added to his sentence through no fault of his own! Where is plan B? Is this the new normal - no rehabilitation, just tick boxes and punishment with no accountability or timescales?"

One question from a prison leaver read:

"I was released before Covid-19 and so in some ways I count myself lucky. But why do prisons release people on Fridays – knowing full well that this leaves us in limbo because so many of the services and agencies we need to see to get things sorted are closed over the weekends – usually from Friday lunchtime if truth be told? Lots of people end up on the streets and if it wasn't for my Pact worker who fought for me, I'd have done something stupid."

You can find out more and watch the recording of the event in full at www.prisonadvice.org.uk/event/agm-2020.

Confident, inspired funders

Data security certification

ISO 27001 is the national quality standard for information security management, formally known as ISO/IEC 27001:2005. In February 2021, Pact Group passed its annual surveillance visit without any non-compliances or recommendations for improvement, despite moving all its Central Office functions and service delivery to remote home-based working.

The Pact Group integrated business management system incorporates our information security management system (ISMS) and our requirements to ensure we are GDPR (General Data Protection Regulation) compliant. An ISMS is a framework of policies and procedures that includes all legal, physical and technical controls involved in an organisation's information risk management processes.

ISO 27001 was developed to provide a model for establishing, implementing, operating, monitoring, reviewing, maintaining and improving an ISMS. It requires a robust set of assessments and audit processes across all our departments to ensure that key risks are identified and mitigated and that checks are in place in support of management action.

These long-term systems were augmented by a series of temporary and semi-temporary adjustments encapsulated within management instructions, policies and procedures to enable a quick move to homeworking and to then establish more robust systems as it became apparent arrangements would become longer term.

An engaged, passionate and well-supported workforce

Covid-19 pandemic

During 2020/21 several of our Pact People caught the Covid-19 virus but thankfully, all have recovered. As part of our response to Covid-19 we put in place special sick leave to ensure all staff remained away from work when they or a member of their household displayed symptoms by paying full sick pay regardless of their entitlement and by ensuring that the time away had no bearing on any absence management procedures.

Sadly, a few of our people have been bereaved as a result of the virus and we offered support through additional time off and access to our counselling service provided by Care First.

Via HMPPS we were offered access to Cruse Bereavement online training for around 18 staff to support service users. We will ensure that there are wider benefits from this training for managers and the HR team to also support our people.

Health and safety

At the start of the pandemic, we responded rapidly to the changing situation, putting in place measures to support homeworking, including a temporary homeworking policy and support for additional health and safety equipment as required for each individual. We risk

assessed every site and every service to ensure appropriate Covid-safe practices were adopted, putting place additional safety equipment, and child-friendly William the Bear signage in our Visitors' Centres.

We also developed a comprehensive personal risk assessment tool and guidance to assess all our people to understand who had underlying health conditions, who lived with people who were vulnerable and who had caring responsibilities. This enabled us to respond very quickly to enable staff to shield and to support the return of our people as services remobilised back into prisons and the community. Training was made available for all staff on Covid-19 and the safe use of Personal Protective Equipment and the psychological impact of Covid-19. We have encouraged all Pact People to take advantage of opportunities for testing and to receive the vaccine as it becomes available to them.

Furlough

During the year it has been necessary to implement the Government's Coronavirus Job Retention Scheme and put some workers on furlough where their roles have been funded by revenue from our catering services in prisons. Unfortunately, it has been necessary in some of our services to restructure the staffing which has resulted in 14 redundancies.

Supporting our people and connecting Pact People together

One of the initial priorities has been to put in place additional welfare measures to support staff and volunteers in the different situations they face. At a corporate level we have revamped our wellbeing area on our intranet, PIXIE, making access to it more prominent on the homepage. We updated webinar information and articles from our employee assistance programme. Our Wellbeing Champion, who is a trained counsellor, ran wellbeing sessions twice a week via Zoom.

At a local level our people embraced remote technology (Zoom/Microsoft Teams) and used it regularly to maintain contact for team meetings, coffee catch ups, locally arranged social events and quizzes.

Awareness of the need to find ways to connect people together while working remotely from home led to the creation of a temporary Social Committee to organise activities to bring people together. Following its success with regular quizzes throughout the year, and the popular Christmas and Easter activities including a virtual quiz via Teams involving over 60 people from across Pact, and a Christmas card design competition for children, the Social Committee has now become a permanent feature of Pact life.

Improving internal communication

Pact News, our internal e-newsletter for staff and volunteers, continues to evolve, providing important news and insights into the work of individuals and services across Pact. It is now delivered monthly in a consistent but more importantly, accessible, way. Feedback from staff and volunteers has been very positive.

Training and development

We implemented a new learning management system, Pact Academy, in June 2020 which hosts Pact training courses as well as giving our people access to courses in leadership and management; health, safety and wellbeing; catering and IT skills and so on. Since initial roll out **461** Pact People have completed an astonishing **5,767** courses during the first 10-month period. We are delighted at the levels of participation and engagement with this new way of delivering training and development. Going forward we will be looking at developing a blended approach to learning making the most of Pact Academy but retaining important face-to-face delivery that encourages sharing of practice and building important connections across the organisation.

Investment in HR infrastructure

We also implemented a new HR and payroll system to streamline our employment processes and to improve the provision of information to our employees, line managers and between line managers, HR and payroll.

Fundraising

We are extremely grateful to the many trusts, foundations, statutory organisations, parishes, companies and individuals who have been so generous in their support of Pact's work over the past year. We thank them for the many ways in which they have shown their commitment to us and for their encouragement and their shared understanding of the importance of this work.

As the scale and impact of the pandemic became clear, we were particularly appreciative of the rapid and generous response of our donors to our situation which has enabled us to continue to offer support through the crisis. Each gift, however great or small, whether of time or money, helps us to make a difference.

New restricted grant income generated during 2020/21 totalled £2,660,000, up again on the previous year, providing much-needed support for Pact's core services and new project work. This included grants supporting a wide variety of activities supporting prisoners and their families, from implementing a new befriending service for families in Wales, to increasing our provision of welfare grants to support the resettlement of former prisoners during the pandemic.

Support from individual donors, parishes and Catholic dioceses remained strong over the course of the year. Donations including Gift Aid totalled £146,000. We remain enormously thankful for the kind and faithful support that is given to us. We also received £470,000 in unrestricted grants from charitable trusts and foundations and £72,000 from companies.

Operation Elf: Bringing a little bit of magic to prisoners' children at Christmas

More than six hundred prisoners' children experienced the magic of Christmas last year thanks to the generosity of our supporters who donated £10 book tokens as part of our Operation Elf campaign. Children of all ages across England and Wales opened a

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Christmas card from their parent in prison to find a £10 book token to spend on a story of their own. One mother who received a book token to send to her son told us:

"I am so grateful. My son loves reading. He is going to buy the new Diary of a Wimpy Kid book which is out in January."

We remain immensely grateful to all those who supported Operation Elf and helped us to bring joy to children affected by imprisonment during the pandemic.

Our Prisoners' Sunday appeal in October brought in donations of almost £40,000 principally from parish collections.

We received no fundraising complaints during the year.

We would like to acknowledge all the charitable trusts that have supported our work over the course of the year. Their contribution to our work is tremendous and hugely valued.

29th May 1961 Charitable Trust
Albert Gubay Charitable Foundation
Austin and Hope Pilkington Trust
Avon & Somerset Police Community Trust
Barrow Cadbury Trust
BBC Children In Need
Berkshire Nurses and Relief in Sickness Trust
Bromley Trust
Casa Stella Trust
Chadwyck-Healey Charitable Trust
Charles Hayward Foundation
Charles Plater Trust
Charlotte Marshall Charitable Trust
CHK Foundation
City Bridge Trust
Colyer-Fergusson Charitable Trust
Comic Relief
Community Foundation for Surrey
David Isaacs Fund
Dick & Charles Williams Charitable Trust
Drapers' Charitable Fund
Edith Bessie Gibson Trust
Eleanor Rathbone Charitable Trust
Esmée Fairbairn Foundation
Fishmongers' Company Charitable Trust
Forest Hill Charitable Trust
Garfield Weston Foundation
Glasspool Charity Trust
Gwendoline & Margaret Davies Charity

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Hadley Trust
Hanley Trust
Harold Hyam Wingate Foundation
Hedley Foundation
Inner London Magistrates Court's Poor Box Charity
Jeanne Marie Gunn Trust
Jerusalem Trust
Jill Franklin Trust
John Lyon's Charity
Llywodraeth Cymru
London Funders Consortium
London Housing Foundation
Marsh Christian Trust
Maurice And Hilda Laing Charitable Trust
Michael & Shirley Hunt Charitable Trust
Moondance Foundation
MOPAC
National Lottery Community Fund
Oakdale Trust
Odin Charitable Trust
Our Lady of Fatima Trust
Pilgrim Trust
Porticus UK
Rhododendron Trust
Sheriffs' & Recorder's Fund
Simpson Foundation
Sir Harold Hood's Charitable Trust
Sir James Roll Charitable Trust
Sir Pierce Lacy Charitable Trust
Smallwood Trust
Swire Charitable Trust
Sylvia Adams Charitable Trust
Thomas Sivewright Catto Charitable Settlement
Tudor Trust
Van Neste Foundation
Vera Outhwaite Charitable Trust
Violet and Milo Cripps Charitable Trust
Voluntary Solidarity Fund International
Wales Council for Voluntary Action
White Oak Charitable Trust
Woodhaven Trust
Zochonis Charitable Trust

Financial review

Income for the year totalled £8,577,000, an increase of 4% on the previous year. Key sources of funding during the year included grants from charitable foundations and contracts with prisons and Community Rehabilitation Companies to provide services to prisoners, people with convictions and their families. Expenditure totalled £6,453,000, a fall of 12% on the previous year due to the closure of the Visitors' Centre cafés throughout the year. The apparent mismatch between income and costs, with income rising and costs falling, is because we were awarded significant restricted grant funding for multi-year projects during the year, where the associated costs are specifically earmarked to be incurred in future years.

Reserves and reserves policy

The Trustees recognise Pact needs to hold a certain level of free reserves. This is to cover areas it is difficult to find funding for, such as innovative research and service user participation, as well as to mitigate against the risk of lower income or higher costs than expected. The main risks arise from the need to cover unfunded exit costs on projects and services coming to an end, failure to achieve expected income targets from fundraising, failure to achieve expected results on payment-by-results contracts, unexpected delays to new projects and services, unexpected reductions in value of existing projects and services, and potential legal fees and bad debts.

The Trustees have reviewed the level of reserves required to cover these eventualities. In line with good practice, the Trustees have opted to link the target level of free reserves directly to a detailed analysis of the risks, the likely impact of those risks, and the probability of them occurring. This translates to an optimum free reserves level between £946,000 and £1,090,000. The actual free reserves level at 31 March 2021 was £932,000. The Trustees recognise the gap of £14,000 and are taking active steps to close this gap during 2021/22 by controlling costs, setting a surplus budget, and pursuing continued growth. They will keep the optimum free reserves level under review as Pact's activity and risk levels change and will adjust targets for closing the gap accordingly.

The use of the going concern basis of accounting is appropriate because there are no material uncertainties related to events or conditions that may cast significant doubt about the ability of Pact to continue as a going concern.

The Board regularly reviews Pact's work to ensure that maximum benefit is gained from the limited resources at our disposal and the effort of both staff and voluntary supporters.

Investment policy

Under Pact's articles of association, the Board have the power to invest in such assets as they see fit. The objective as outlined in Pact's investment policy is to produce the best financial return from Pact's investments at an acceptable level of risk. For short-term reserves, the aim remains to preserve the capital value with a minimum level of risk, with assets being readily available to meet unanticipated cash-flow requirements at short notice. This will be balanced by gradual investment in longer-term reserves as and when

funds become available. The long-term aim is to generate an above-inflation return while generating an income to support Pact's ongoing activities.

Pact invests as far as possible in line with its charitable aims, endeavouring to balance maximising income for our work with our wider social responsibilities as a charity operating in accordance with Catholic social teaching. Our preference is for investments which help maintain well-being for the economic, social and natural environments as expressed in the appeal by Pope Francis, *Laudato Si' (On Care for our Common Home)*. We are also guided by the principle of solidarity with those who are poor and marginalised and seek social justice.

Key risks

Our focus for the majority of 2020/21 has been on managing the impact of the global pandemic. In particular:

- The risks to our service users of being unable to access the range of normal provision due to prison regime restrictions and rules restricting normal face-to-face contact through Probation services. We have adapted services to the best of our ability and expanded some of our services in response to changing need.
- The health and safety of our staff, volunteers, service users, HMPPS colleagues, minimising infection rates, serious illness and loss of life.
- Ensuring robust individualised risk assessments have been in place for every Pact worker (both paid and voluntary), for our leased office space, for the HMPPS and HM Courts & Tribunals Service and other third-party facilities from which we operate, and for all Pact services and activities.
- Ensuring a dynamic approach to risk management in line with how service delivery models have been able to adapt in the light of Public Health restrictions and commissioners' Covid-19 frameworks.
- A focus on the well-being and mental health of our workforce.
- Working with our commissioners and prime contractors to put in place alternative delivery models in line with Cabinet Office supplier relief.
- Speaking to our grant funders about flexibility of delivery for our wide range of grant funded services.
- Securing emergency relief funding following the closure of our catering operations.
- Working with HMPPS national Families teams to develop Exceptional Delivery Models (EDMs) for the return of family visits and family services in custody.
- Working with commissioners, prime contractors and prisons to risk assess and return services in line with the relevant EDMs in custody and in the community.

Further, as the year has progressed, we have continued to focus on the key risks of:

- Ensuring that we continue to focus on our charitable mission and stay true to our values and culture as we grow and develop within a justice sector that has become increasingly market driven and under strain.
- Compliance with a set of legal and moral obligations regarding security, safety and safeguarding of our service users, workforce and the public.
- Protecting our reputation.
- Continuing to protect our sensitive and confidential data.
- Maintaining sufficient funding and reserves to fulfil our obligations.

Despite the pandemic, Pact Group has managed to keep all services operational and has, through grant and contract renegotiation, securing of emergency funds and new business, finished the year in a strong financial position and with services performing well against targets and offering revised delivery models to continue to best support our service users.

Risk register

The Trustees and Senior Leadership Team (SLT) continued to work together to maintain and review a corporate risk register which identifies the principal and significant risks facing us.

As with previous years, risks were grouped against our strategic objectives with each SLT member responsible for the oversight of the risks in their area. All risks are reviewed by the SLT with key organisational risks shared with the Board.

Furthermore, in light of the pandemic, we moved a number of the prevalent financial, health and safety and staff safety risks to issues, monitoring their short-, medium- and longer-term impact. We are delighted that by the February 2021 Board meeting we were able to close the issues log and return to monitoring our risks as near to normal as possible.

Our risk register is a living document which is part of our strategic planning pack and is reviewed twice a year and updated by the Deputy CEO and reviewed by our SLT and Board. Our risk register also forms a central part of our ISO 27001 compliance and audit and is subject to external scrutiny.

Risks are assessed by probability and impact, and we put strategies in place to minimise the likelihood of their occurrence where possible and to mitigate their impact should they occur.

We are committed to being a learning organisation, and so the Board and SLT regularly review what can be learned from the challenges we face and how we can make things work better in the future. Lessons learned are fed into our process of reviewing our policies and procedures, training, management, and recruitment practices.

Performance

With the global pandemic impacting the full financial year and Pact Group operating under a series of Exceptional Delivery Models, reviewing and monitoring performance has been very different from previous years.

The first few months were spent on moving all services to working at home and setting up remote systems of work to be able to offer as broad a range of services as we could to our services users, while complying with the strict terms of the lockdown.

From June 2020 onwards our focus was on how services might safely return to face-to-face delivery in line with Exceptional Delivery Models and the development of safe systems of

work. As part of this we agreed with our commissioners and prime contractors what a staged return of services might look like and what the thresholds might be for services to return.

After a significant period of risk assessing and confirming safe systems of work for all services, we were able to move to a stage of better performance management against delivery.

While the year has undoubtedly been incredibly difficult in terms of managing delivery, all of our services remained operational and accessible to our service users. Out of adversity, we have managed not only to support a significant number of service users but, in many cases, have been able to exceed performance targets through creative working.

The performance achieved throughout the year has been a tribute to the inventiveness, dedication and tenacity of our staff and volunteers and the close working relationships with our commissioners and partners across prisons and Probation.

Through reviewing feedback from service users and commissioners, and the quantitative and qualitative data available, we can determine that the performance of our services has been to a high standard and that our work is highly valued.

During the year we moved into our fourth and supposedly final year of the Family Services contracts; however, with considerable disruption to services and renegotiations of service offers required, we are extremely grateful to the procurement and HMPPS Families team for the support both putting in place relief funding and extending contracts for a further 12 months, recognising the difficulties imposed during the pandemic.

Delivery of our Transforming Rehabilitation contracts has continued throughout the year with services moved to almost entirely remote delivery. Despite the difficulties faced, the teams have been able to achieve astonishing outcomes with exceptional feedback from our commissioners. This is the final full year for these contracts and as of the start of the new financial year we are working with prime contractors to implement our exit strategies for these services while mobilising for the new era of Probation contracts.

Further, our CFO programme delivery has continued to innovate and integrate new programmes of support and further enhance the quality of our delivery despite working from home for most of the year. Since being back onsite from August/September 2020, our staff team have worked hard to achieve the outcomes required within our recovery plan.

Despite the pandemic our national Director of Services and Assistant Director of Services have continued to work hard implementing a greater focus on quality and practitioner development. Further, we have been able to appoint to the newly created role of Data and Information Manager to assist us with greater interrogation of our performance data and impact.

Performance of every contract and grant-funded project is closely monitored against targets and deliverables, and variances investigated. Performance management processes have been reviewed and updated with greater localised control for the process with our Heads of Services, newly appointed Deputy Heads of Service and Service

Managers. Quarterly performance meetings with the Senior Leadership Team ensure key risks and opportunities are communicated and explored alongside more immediate escalation routes.

Safety and staff care

Our staff work inside prisons, in prison Visitors' Centres (usually sited just outside prisons), in courts, in the community, and in office settings.

For much of the year these settings have been closed so we have had to adapt to new ways of working and supporting our staff in working from home. This has meant a different set of challenges on how to ensure staff are supported when everyone is working from home.

In response to the pandemic, we have undertaken personal and family risk assessments to ensure we understand specific circumstances for our staff as well as site risk assessments to ensure every location our staff and volunteers are working in is Covid-safe. We have worked to shape prison Exceptional Delivery Models (EDMs) and adapted our services to be able to continue to provide support for our services users while protecting our staff. We have consulted with our partners within CRCs to adjust our services to confirm with the Probation EDMs and safe systems of work.

While we have not run our usual annual Health and Safety audit, we have undertaken a Covid-19-specific review of how we have developed our services and how we have sought to protect our staff to help inform future decisions around how we gradually unlock services.

We have also continued to use this year to implement our new Pact Academy, and to support our staff and volunteers to undertake mandatory and refresher training and to take the opportunity for skills development. We are delighted that over 5,700 courses have been taken up by our staff since we launched Pact Academy 12 months ago.

In 2020/21 we have continued to develop our internal safeguarding processes and procedures. We took immediate action to protect **121** adults and children from serious harm and provided feedback and support for each of these cases. This is a significant increase from the 71 safeguarding incidents in 2019/20 despite our working remotely for much of the year.

It is key to note that suicidal intent and self-harm accounted for 11% (8 out of 71) of referrals last year, and this year account for **25%** (31 out of 121), more than double the previous year. Serious mental health concerns – incidents where we are concerned enough about a person's wellbeing or mental state to instigate a referral to a professional organisation such as Community Mental Health Teams or the person's GP – rose from 4% in 2019/20 (3 out of 71) to **17%** (21 out of 121) this year.

During the past year **201** people have completed our online safeguarding course: 49 staff members and 152 volunteers. We continued to support and maintain our structure of Designated Safeguarding Officers (17 staff members trained and operational) and to

complete the actions on our annual safeguarding development plan to ensure continuous improvement of safeguarding services.

Risks relating to financial sustainability

A key strategic risk continues to be our level of funds. As noted on page 43, our level of free reserves is marginally below target. We are carefully managing this and expect the situation to improve given the success of our growth strategy and our continuing focus on cost control and income generation. We continued to grow year on year, with 4% income growth during the year following 13% income growth last year. These results are in line with our broad strategy.

Our reserves policy considers the commercial risks we need to manage as a charity and our target level of free reserves adjusts according to changing risks and our growth in income and costs. We continue to tightly control our expenditure, actively work with the Ministry of Justice to keep overdue debts to a minimum, set fully costed and realistic budgets, and focus on generating income from a wide range of sources including traditional donations and core grants as well as new contracts for services.

A note of thanks

The Covid-19 pandemic brought abrupt and far-reaching changes to the operation of prisons and to the way in which Pact was able to support prisoners and their families. The trustees wish to record their thanks for the courage and flexibility demonstrated by volunteers, staff, senior leaders and our CEO, Andy Keen-Downs, in responding to the challenges. It would have been easy to give up and shut down, but at all levels Pact staff and volunteers have shown energy and imagination in adapting services and roles to the new environment and working to ensure that prisoners and families were not left unsupported. We are grateful too to our funders for their generosity and commitment during a very difficult year.

Looking to the future

Corporate Development Plan 2021-2023

We have maintained a corporate risk register, listened to our service users, volunteers and staff, and have set ourselves a Corporate Development Plan for 2021 - 2023. Over the next two years we will invest in our capacity to provide the necessary resources and support to our frontline workers to ensure their time and talents are spent on doing what they do best: supporting people to live better lives.

We will also lay down the foundations for the next period of growth and development.

We are designating £416,000 as a development fund to enable us to invest in our own development over the next two years. This will allow us to provide more and better services and to serve the people we support more effectively. Our areas of investment will include:

- **Strengthening our regions:** we will invest in our leadership and management capacity, to free up their time and talent to develop services in response to local and regional needs, and to improve spans of control and quality assurance.
- **Investing in our workforce:** we will invest in our HR and Workforce support functions and resourcing to enable continued development and roll-out of our digital HR platform to improve cost efficiency, further developing our training through our 'Pact Academy' and relationships with partners such as Interface, while also ensuring that we have the support place to take advantage of opportunities for growth.
- **Make our money work harder:** we will modernise our finance systems and processes, including use of technology, to make sure every penny is made to count, and to improve our cost controls and reporting functionality.
- **Health and safety excellence:** we will recruit a dedicated Health and Safety Manager, with a wide brief to encompass practice, controls, training and audit functions. This role will also help us reduce our environmental impact and support our workforce wellbeing agenda.
- **Improved Information Security:** we will recruit a Data Protection Manager, to further strengthen Information Security practice, controls, training and audit functions and management, to maintain our ISO27001 accreditation and GDPR controls as we grow.
- **Data-driven services:** we will improve our management and uses of data to better understand and evidence our impact, with a priority focus on performance data for commissioned services.
- **Get digital:** we will develop our digital offer and strategy, with a new dedicated role to support the development of digital learning and information services.
- **Listen and learn:** we will provide more resources to support and encourage service user consultation and participation, so that we can continuously improve what and how we deliver services, advocate with and for the people we service, and develop new services that genuinely respond to the lived experience of people affected by imprisonment.

Funding and longer-term growth and development

We have assessed the specific financial risks to Pact over the coming years, and the opportunities for further growth and development. Public funding may be affected by austerity measures. Charitable trusts and foundations who depend on the performance of their investments may be limited in their potential to give. Individual donors could also see their investments and incomes suffer. The potential for corporate sponsorship and philanthropy may well be more limited. Competition for funds will become more intense. Many church communities on whom we depend are also struggling due to reduced donations from restricted church attendance.

We are also very mindful that the work that we and just a handful of other charities have pioneered over so many years, with charitable funds, to support relationships and family life in the justice system, is now becoming much more mainstream and therefore competitive. This is a sign of our influence and success in proving the worth and impact of approaches that were once considered marginal. These are early indications, and much has yet to be achieved to reform the justice system, and we will naturally continue to challenge the Government regarding its record. But contracting opportunities are

growing for other voluntary and even private sector organisations to bid for funding to do work that was perhaps once only of interest to Pact and a handful of other charities. This is good news for prisoners, families, and the justice system. But it also means that we cannot rest on our laurels. Pact will continue to do what we do best, but we will also be expanding our horizons, based on the evidence of need, and our increased consultation with people with lived experience of the justice system. Over our long history, Pact has had its own Probation officers, hostels, doctors and job-schemes. We have always been ready to respond to need.

Where next for Pact? Exploring new horizons...

Over the next three years, as we continue to deliver our Routes to Change strategy, and deliver our corporate development plan, we will also be consulting service users, studying the research, speaking with experts and other agencies, and exploring the potential for developing new services to meet gaps in provision in several priority areas of concern:

Mental health support

Having responded to the recent consultation on reform of the Mental Health legislation, we will be exploring how Pact can make even more of a difference to people in custody and their families who are suffering from mental illness. We are particularly interested in the potential to provide advocacy and support to those people whose mental illness is the cause of offending, as well as those who develop mental illness whilst in custody, to ensure they have access to appropriate mental health care.

Young people at risk

For many children and young people, crime at an early age results in an escalating journey of incarceration, and reoffending. We see far too many young people 'graduate' from secure settings for under-18s to Young Offender Institutions and then to adult prisons, with devastating impact on their life chances. The loss of life of so many children and young people on the streets of our towns and cities is horrific, and whilst there are several agencies involved in tackling these issues, it is clear that we are a long way from a lasting solution. We are concerned at the growing incidence of children and young people being exploited and groomed into criminal activity by adult criminal groups, leading to alienation from families, violence, and knife crime. We are keen to explore how we might contribute to work to address these issues and the criminalisation of children.

Prisoners' families' legal rights

Having a family member in prison can be a terrible ordeal, especially if you believe you or your loved one has suffered an injustice, and you want to challenge the power of the state. Access to legal aid is non-existent for prisoners' families, and most lack the money to hire a legal professional. Even in cases where there has been a death in custody, access to professional advice or counsel is extremely limited. We are therefore beginning to explore the potential for developing an arms-length pro-bono legal advice and advocacy service for prisoners' families in partnership with commercial law firms and academia.

Beyond Probation

We welcome the Government's decision to terminate the 'Transforming Rehabilitation' experiment, even though we delivered excellent, life-changing services via both the

National Probation Service and Community Rehabilitation Companies under this model. We welcome the news that the National Probation Service will now have responsibility for all Probation services, and we look forward to developing and delivering solutions to meet the needs of prison leavers. However, we also recognise that the funding for Probation and resettlement services remains inadequate for some people who feel trapped in the revolving doors of prison, homelessness, and chaotic lifestyles. We have a long and proud history of going above and beyond what the State is prepared to support. We will therefore continue to explore the gaps in provision and consider what we could do to achieve maximum impact, to provide longer term, more holistic support to enable people to live good lives, build healthy relationships, a sense of community/belonging, and avoid reoffending.

Sharing our expertise

We will also continue to explore how we can best share our expertise and know-how. We will continue our police training programme, and where resources permit, offer training to our partners in HMPPS to support them in developing their practice. Our new in-house e-learning platform, Pact Academy, will enable us to significantly increase our training to volunteers, to enable them to work confidently alongside Pact staff in delivering our important work. And we will explore what more we could do to improve outcomes for the people we serve through supporting other agencies to improve their practice.

Structure, governance and management

Pact is a charitable company limited by guarantee and governed by its memorandum and articles of association as amended by special resolutions dated 18 April 2000 and 18 July 2012. Pact started operating in 1898 as the Catholic Prisoners' Aid Society and was incorporated on 1 September 1939.

The Board is Pact's governing body and is responsible for establishing Pact's policies in relation to the furtherance of its charitable objectives. There are between 6 and 15 Trustees on the Board and new Trustees are appointed by existing Trustees from time to time, based on a process of regular review of the capabilities and expertise of the Board, and the evolving needs of the charity. Prospective Trustees are interviewed and invited to submit an application, and if this is approved at a Trustee meeting, they are initially invited to attend a Board meeting on a co-opted basis. An induction pack is provided which together with meeting the CEO, visits to projects and Central Office, and background reading, form a comprehensive introduction to the charity.

The Board has a clear governance role, approving the strategy and annual budgets. Trustees ensure risk is well understood and managed, and that the charity is operating legally, that we are maximising our income, and operating in full compliance with our charitable objectives, ethos and values. The Board appoints and delegates the delivery of the strategy and management of the operation of the charity to the CEO, who in turn appoints and manages the Senior Leadership Team, advises the Board, and provides direction and leadership for the staff and volunteers. The Board and CEO work in a spirit of partnership to develop strategy, review performance, and ensure that we maximise our impact for our beneficiaries, drawing on consultation with our service users, volunteers, staff and key stakeholders.

A sub-committee of the Board, the Remuneration Committee, is responsible for setting the CEO's pay. The remuneration committee takes into account the responsibilities of the role and the need to set a competitive salary compared to organisations of a similar size and scope to Pact, balanced against what is affordable for Pact. The CEO is, in turn, responsible for setting the pay of other Senior Leadership Team members (Deputy Chief Executive, Director of Services, Assistant Director of Services, Director of Human Resources and Workforce Development, and Group Finance Director). This involves maintaining a job evaluation system to account for the responsibilities of each role and periodically carrying out external benchmarking against similar roles, using an external consultant to assist with this process where required.

A further sub-committee of the Board, the Finance Committee, scrutinises Pact's financial affairs including annual budgets and reforecasts, management accounts, tax matters, investment decisions, and financial and accounting policies. The committee also liaises with the auditor and reviews the performance of Pact's external investment advisers.

Trustees have adopted the practice of monitoring and recording individual Trustee attendance at general meetings. The attendance register is available on request.

Quality assurance

We have continued to review our policies and procedures in line with the due diligence and compliance requirements of larger scale public sector contracts and the increasing levels of risk within the settings in which we work to ensure that our quality assurance framework remains fit for purpose. Our quality and policy group reviews, drafts and oversees the implementation of policies and procedures. We were pleased to maintain our ISO 27001 quality standard accreditation and achieve Cyber Essentials certification.

During the year, the Board and senior staff reviewed the following policies and procedures, which were added by the team or updated to ensure that they remained fit for purpose: acceptable use of IT; data protection; environmental and sustainability; health and safety; information security management system; intellectual property; quality; research and evaluation; reserves; safeguarding; and vetting for those visiting prisons occasionally.

Towards the end of the year, we established a more strategic approach to progressing the Inclusion, Diversity and Equality Action agenda through the creation of the 'IDEA' Group. With oversight and sponsorship by the Board, CEO and Director of Human Resources and Workforce Development, the group comprises staff and volunteers with a broad range of lived experience and perspectives. This group is currently reviewing our policy and developing a strategic workplan for the whole of Pact Group.

Pact Futures CIC

Our wholly owned subsidiary, Pact Futures CIC (Community Interest Company), has remained stable this year, reaching income of £1,348,000, and employed an average of 35 staff throughout the year, equivalent to 31 full-time posts.

This year has seen Pact Futures mobilising a series of Prison Education contracts working in HMP Elmley, HMP Brinsford, HMP Manchester and HMP Bullingdon as well as a pan-London

contract covering all 8 London prisons (HMP High Down, Wormwood Scrubs, Wandsworth, Pentonville, Brixton, HMP/YOI Isis, HMP/YOI Feltham and HMP Thameside). Despite the pandemic, we have managed to maintain services in most prisons remotely or more recently with staff working within the prison again.

Within the year we have also secured new work supporting family and relationship provision in the new CFO Activity Hubs working with Shaw Trust in the West Midlands, East Midlands and East of England, Ingeus in the Northeast, and Reed in London. Whilst these contracts do not go live until in 2021/22, a huge amount of work has been undertaken to mobilise the contracts and ensure we are able to deliver effective outcomes for this community-based work.

Further, we are delighted to have secured substantial 'Family' work under the new Probation Personal Wellbeing contracts working in partnership with Ingeus as our prime contractor, alongside CGL who are providing support for 'Lifestyles and Associates'. This sees Pact Futures CIC employing 17 full-time equivalent Personal Wellbeing Managers/Advisors working across Northumbria, Humberside, West Yorkshire, Derbyshire, Nottinghamshire, Leicestershire, Staffordshire, and West Midlands. We have another two staff members providing support via a contract with Nacro in Northamptonshire. In addition, through a series of contracts with Maximus, we will be providing mentoring and peer support alongside their employability contracts in Wales, West Midlands, London and North West.

We have continued to deliver our Transforming Rehabilitation contracts as in previous years. All of these have run remotely throughout 2021/22 and, despite the restrictions, have continued to provide invaluable support to our service users. Contracts delivered include:

- Family resettlement services: Cumbria and Lancashire and South Yorkshire CRCs, both owned by Sodexo.
- 'Through the Gate' mentoring: delivering for Seetec across Wales CRC, Dorset, Devon and Cornwall CRC and Bristol, Somerset, Wiltshire and Gloucestershire CRC as well as West Yorkshire CRC and Hampshire and Isle of Wight CRC for Purple Futures and at HMP Wandsworth for MTC Novo.
- Community mentoring: services for Thames Valley CRC supporting both men and women in the community.

During the year we have seen the end of the grant funding in Hampshire and Isle of Wight and the closure of the HMP Wandsworth pilots.

This year has seen stability within the Board with Adrian Masters remaining as Director and Chair of Pact Futures and supported by fellow Directors Christine Chang (Big Society Capital), Jim Horsted (previously Working Transitions), Carolyn Robertson (previously Barclays), Nick Smart (Pact Board nominee), Ellen Green (Pact Group Deputy CEO and Managing Director of Pact Futures CIC), and Andrew Keen-Downs (Pact Group CEO).

Partnerships and alliances

Pact continues to work with a range of strategic partnerships and alliances. Some of the notable examples within the year are:

- We have continued to build on our strategic partnership with HMP Brixton and Porticus to develop a 'families first' approach to resettlement and have now extended this to work at HMP Isis.
- Work on the HMPPs strategic grant to develop a Communications Gateway has gone from strength to strength with the team focusing on the development of the new Prisoners' Families Helpline website which was launched during the year. Through this work we have developed close working relationships not only with the HMPPS Families team but with the Safer Custody and Health teams who have been actively engaged.
- We continue to work with Clinks to inform practice and highlight the needs of prisoners and their families. Working through the RR3 (the Reducing Reoffending Third Sector Advisory Group, a voluntary sector advisory group to the government, which Clinks chairs and provides the secretariat for), we have helped inform and hold HMPPS to account during the Covid-19 pandemic and the Probation competition retendering. Further, we have played a leading role within the Family and Significant Others sector, working with our counterparts across England and Wales, to manage the difficult situations caused by Covid-19 on prison visits.
- We remain an active part of the Caritas Social Action Network and have used the year to continue to build partnerships with dioceses and parishes. This has led to some new funding to further strengthen this work through our 'Just People' campaign supporting faith communities in volunteering.
- Ongoing liaison and support from charitable trusts and foundations supporting our 'Research and Development' function enabling us to develop new services and provide even more support.
- We continue to work with HMPPS, community rehabilitation companies (CRCs) and other statutory services to support relationships and reduce reoffending.
- We have been working with the English Football League Trust to look at options to join up their community development and inclusion work with our Families provision both in custody and the community.
- Finally, we have developed new working relationships with Maximus, Nacro and Reed as new prime contractors for Pact Group and strengthened existing relationships with Ingeus, Shaw Trust/Ixion and Seetec for the delivery of Activity Hubs/Probation Personal Wellbeing services.

Statement of Trustees' responsibilities

The Trustees, who are also the Directors of Pact for the purposes of company law, are responsible for preparing the Trustees' report and accounts in accordance with applicable law and United Kingdom accounting standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of Pact and of the incoming resources and application of resources, including the income and expenditure, of Pact for that period.

In preparing those accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;

Prison Advice & Care Trust (Pact)
Trustees' report for the year ended 31 March 2021

- observe the methods and principles in the Charities SORP (Statement of Recommended Practice);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts;
- prepare the accounts on a going concern basis unless it is inappropriate to assume that Pact will continue on that basis.

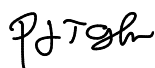
The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of Pact and which enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of Pact and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware:

- there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on Pact's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislations in other jurisdictions.

Approved by the board of trustees on 24 September 2021 and signed on its behalf by



Phil Taylor OBE
Chair



Andrew Keen-Downs
Company Secretary

In Memoriam

Our work is dependent on the support and goodwill of HMPPS leadership and staff, and we want to take this opportunity to express our sincere condolences to the families, friends, and colleagues of all of those who lost their lives in 2020-21.

We also extend our heartfelt condolences to the family friends and colleagues of two of our staff who worked for Pact at HMP Pentonville, both of whom who have sadly passed away. Carol Hayward and Saba Tari were both much loved by the children and families who visited loved ones in HMP Pentonville, and by their co-workers. They both worked in the Visitors' Centre, and inside the prison visits hall, providing support to the children and running the Pact café. They will be greatly missed.

May they Rest in Peace.

Opinion

We have audited the financial statements of Prison Advice and Care Trust for the year ended 31 March 2021 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheet, Group Statement of Cash Flows 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 Financial Reporting Standard 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 group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's and parent charitable company's net movement in funds, including the 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.

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 Group 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 Group'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 trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report. 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 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' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have 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 group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company 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.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on pages 54 and 55, 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 group's and the parent 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 group or the parent 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

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

Independent auditor's report to the members of Prison Advice & Care Trust (Pact)

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

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.

Based on our understanding of the Group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as Companies Act 2006, the Charities Act 2011, and UK tax law.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to manipulation of results through journals testing and through income recognition. Audit procedures performed by the engagement team included:

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging any assumptions and judgements made by management in determining the Group's entitlement to income at the year-end.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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 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 anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Lee Stokes (Senior Statutory Auditor)
for and on behalf of Haysmacintyre LLP, Statutory Auditors
Date: 24 September 2021

10 Queen Street Place
London
EC4R 1AG

Prison Advice & Care Trust (Pact)

Consolidated statement of financial activities (including consolidated income and expenditure account) for the year ended 31 March 2021

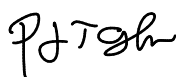
	Note	Unrest- ricted Funds £'000	Rest- ricted Funds £'000	Total 2021 £'000	<i>Total 2020 £'000</i>
Income from:					
Donations and legacies	2	755	-	755	466
Charitable activities		5,161	2,660	7,821	7,759
Investments		1	-	1	2
Total income		<u>5,917</u>	<u>2,660</u>	<u>8,577</u>	<u>8,227</u>
Expenditure on:					
Raising funds		145	-	145	125
Charitable activities:					
Building stronger families and safer communities		2,856	628	3,484	4,184
Reducing risk of harm to prisoners and their children		1,357	200	1,557	1,825
Removing barriers and increasing awareness in public services		593	174	767	706
Influencing commissioning, policy and legislation		387	113	500	453
Total expenditure	3	<u>5,338</u>	<u>1,115</u>	<u>6,453</u>	<u>7,293</u>
Net gains/(losses) on investments		23	-	23	(7)
Net income		602	1,545	2,147	927
Funds brought forward at 1 April 2020		<u>861</u>	<u>1,901</u>	<u>2,762</u>	<u>1,835</u>
Funds at 31 March 2021	14	<u><u>1,463</u></u>	<u><u>3,446</u></u>	<u><u>4,909</u></u>	<u><u>2,762</u></u>

All of the above results derive from continuing activities. All gains and losses recognised in the year are included above. Full comparative figures for the year ended 31 March 2020 are shown in note 19. The notes on pages 62 to 74 form an integral part of these accounts.

Prison Advice & Care Trust (Pact)
Consolidated and charity balance sheets as at 31 March 2021

		Group		Charity	
	Note	2021	2020	2021	2020
		£'000	£'000	£'000	£'000
Fixed assets					
Tangible assets	7	15	19	15	19
Investments	8	116	93	207	184
		131	112	222	203
Current assets					
Stocks		-	17	-	17
Debtors	9	3,263	2,467	3,124	2,257
Short-term deposits		2,719	1,204	2,229	858
Cash at bank and in hand		34	144	33	143
		6,016	3,832	5,386	3,275
Creditors: amounts falling due within one year	10	1,191	1,135	1,029	991
Net current assets		4,825	2,697	4,357	2,284
Creditors: amounts falling due after more than one year	11	47	47	47	47
Net assets		4,909	2,762	4,532	2,440
Funds					
Unrestricted general funds		932	729	655	520
Unrestricted designated funds	12	531	132	431	19
Restricted funds	13	3,446	1,901	3,446	1,901
Total charity funds	14	4,909	2,762	4,532	2,440

The accounts were approved and authorised for issue by the board of trustees on 24 September 2021 and signed on its behalf by



Phil Taylor
Chair



Alastair Gordon
Treasurer

Company no. 356443

The parent company alone had total income of £7,536,000, total expenditure of £5,467,000, net gains on investments of £23,000, and net income of £2,092,000. The notes on pages 62 to 74 form an integral part of these accounts.

Prison Advice & Care Trust (Pact)
Consolidated and charity statement of cashflows for the year ended 31 March 2021

		Group		Charity	
	Note	2021	2020	2021	2020
		£'000	£'000	£'000	£'000
Cashflows from operating activities	18	1,404	540	1,260	317
Cashflows from investing activities					
Interest income		1	2	1	2
Purchase of tangible fixed assets		-	(19)	-	(19)
Purchase of fixed asset investments		-	(100)	-	(100)
Cash provided by/(used in) investing		1	(117)	1	(117)
Cashflows from financing activities					
Increase in borrowings		-	19	-	19
Cash provided by/(used in) financing		-	19	-	19
Increase/(decrease) in cash and cash equivalents in the year		1,405	442	1,261	219
Cash and cash equivalents at the beginning of the year		1,348	906	1,001	782
Cash and cash equivalents at the end of the year		2,753	1,348	2,262	1,001

The notes on pages 62 to 74 form an integral part of these accounts.

1. Accounting policies

The principal accounting policies adopted are as follows:

1.1 Basis of accounting

The accounts 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) (SORP FRS 102), FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Companies Act 2006.

Pact meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The accounts include those of Pact's subsidiary company, and Pact Futures Community Interest Company, which have been consolidated on a line-by-line basis. In accordance with the provisions of SORP FRS 102, an entity Statement of Financial Activities has not been prepared as the separate results for the charity can be clearly identified.

1.2 Going concern

The trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern.

1.3 Critical accounting judgements and estimates

In preparing these accounts, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the accounts. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

1.4 Income

Income from donations, appeals and legacies is included in the income and expenditure account when received. Other income is credited to the income and expenditure accounts when it becomes receivable. Income is deferred only if Pact has to fulfil conditions before becoming entitled to it or if the donor has specified that it be expended in a future period.

1.5 Expenditure

Expenditure is included in the income and expenditure account on an accruals basis. Expenditure incurred on activities falling directly within one cost category is attributed to that category. Expenditure that involves more than one cost category is apportioned on a reasonable, justifiable and consistent basis to the categories involved.

1. Accounting policies (continued)

1.6 Fund accounting

Unrestricted general funds are donations, appeals, legacies and other incoming resources receivable for the objects of the charity without further specified purpose laid down by the donor.

Unrestricted designated funds are amounts that have been put aside at the discretion of the trustees out of unrestricted general funds for specific future purposes or projects.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management and support costs.

1.7 Tangible fixed assets and depreciation

Individual tangible fixed assets costing £1,000 or more are capitalised at cost and depreciated.

Depreciation is provided in order to write off each asset over its estimated useful life at the following rates:

Leasehold improvements	over the life of the lease
Office furniture and equipment	over 4 years

1.8 Stock

Stock consists of goods for resale and is valued at the lower of cost or net realisable value.

1.9 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment

1.10 Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

1.11 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

1.12 Operating leases

Rentals payable under operating leases are charged to income and expenditure account as incurred.

1. Accounting policies (continued)

1.13 Pension costs

Pact participates in a group stakeholder defined contribution scheme with Scottish Widows. The pensions cost recognised in the accounts equals the contributions payable to the scheme.

1.14 Redundancy and termination costs

Pact recognises employee redundancy and termination costs in full on the date the redundancy or termination is confirmed.

2. Donations and legacies

	2021 £'000	2020 £'000
Donations	218	171
Legacies	67	182
Grants	470	113
	755	466

3. Total expenditure

	Direct staff costs £'000	Other direct costs £'000	Support costs £'000	Total £'000
Raising funds	87	15	43	145
Charitable activities				
Building stronger families and safer communities	2,790	479	215	3,484
Reducing risk of harm to prisoners and their children	1,271	207	79	1,557
Removing barriers and increasing awareness in public services	526	101	140	767
Influencing commissioning, policy and legislation	337	78	85	500
Total expenditure	5,011	880	562	6,453

3. Total expenditure (continued)

Comparative figures for the year to 31 March 2020 are as follows:

	Direct staff costs £'000	Other direct costs £'000	Support costs £'000	Total £'000
Raising funds	72	16	37	125
Charitable activities				
Building stronger families and safer communities	2,677	1,335	172	4,184
Reducing risk of harm to prisoners and their children	1,248	516	61	1,825
Removing barriers and increasing awareness in public services	483	110	113	706
Influencing commissioning, policy and legislation	303	71	79	453
Total expenditure	4,783	2,048	462	7,293

	2021 £'000	2020 £'000
Net income/expenditure is stated after charging:		
Auditor's remuneration – audit fees	15	16
Depreciation	4	4

Support costs includes governance costs of £27,000 (2020: £27,000), including staff costs of £10,000 (2020: £10,000) and audit fees of £15,000 (2020: £16,000).

4. Staff costs

	2021 £'000	2020 £'000
Salaries	4,511	4,309
Social security costs	368	351
Pension costs	132	123
	5,011	4,783

Salaries include redundancy and termination costs of £46,000 for 14 employees (2020: £17,000 for five employees).

4. Staff costs (continued)

The average full-time equivalent number of employees was:

	Group 2021 No.	<i>Group 2020 No.</i>	Charity 2021 No.	<i>Charity 2020 No.</i>
Charitable and development	167	174	136	147
Administration and fundraising	11	11	11	11
	178	185	147	158

The average headcount was 228 for the group (2020: 238) and 193 for the charity (2020: 209).

The number of employees who earned over £60,000 in the following range was:

	2021 No.	<i>2020 No.</i>
£80,001 - £90,000	1	1
£70,001 - £80,000	1	-
£60,001 - £70,000	1	1

Pension costs of £13,000 (2020: £9,000) were incurred for these employees.

The senior leadership team over the year to 31 March 2021 had the following members:

Post	Post-holder
Chief Executive	Andrew Keen-Downs
Deputy Chief Executive and Managing Director of Pact Futures	Ellen Green
Director of Services	Tina Parker
Assistant Director of Services	Joanne Mulcahy
Director of Human Resources and Workforce Development	Stephanie Stevenson
Group Finance Director	Ross Holland

Remuneration and benefits paid to the senior leadership team during the year totalled £431,000 (2020: £369,000).

5. Trustees' remuneration

No member of the board received any remuneration during the year (2020: none).

During the year, no trustee expenses were paid (2020: two trustees received reimbursement of travel expenses amounting to £769).

6. Taxation

All income received by Pact comes within the exemptions as set out in section 505 of the Income and Corporation Taxes Act 1988 and Pact is therefore not subject to corporation tax.

7. Tangible fixed assets

	Leasehold improve- ments £'000	Office furniture & equipment £'000	Total £'000
Group and charity			
<i>Cost</i>			
At 1 April 2020 and at 31 March 2021	40	2	42
<i>Accumulated depreciation</i>			
At 1 April 2020	21	2	23
Charge for year	4	-	4
At 31 March 2021	25	2	27
<i>Net book value</i>			
At 31 March 2021	15	-	15
<i>At 31 March 2020</i>	<i>19</i>	<i>-</i>	<i>19</i>

8. Investments

	At 1 Apr 2020 £'000	Net gains/ (losses) £'000	At 31 Mar 2021 £'000
Group			
Listed investments	93	23	116
Charity			
Equity investment in subsidiary	91	-	91
Listed investments	93	23	116
	184	23	207

Pact Futures Community Interest Company (Pact Futures CIC) is a wholly-owned subsidiary of Pact, company number 9248698. As at 31 March 2021, Pact Futures CIC owed Pact £93,000 (2020: £132,000).

Balance sheet of Pact Futures CIC:

	2021 £'000	2020 £'000
Total assets	722	690
Total liabilities	254	277
	468	413

Prison Advice & Care Trust (Pact)
Notes to the accounts for year ended 31 March 2021

9. Debtors

	Group 2021 £'000	<i>Group 2020 £'000</i>	Charity 2021 £'000	<i>Charity 2020 £'000</i>
Trade debtors	375	338	183	88
Owed by group undertakings	-	-	93	132
Prepayments and accrued income	2,888	2,129	2,848	2,037
	3,263	2,467	3,124	2,257

10. Creditors: amounts falling due within one year

	Group 2021 £'000	<i>Group 2020 £'000</i>	Charity 2021 £'000	<i>Charity 2020 £'000</i>
Unsecured loan	27	27	27	27
Trade creditors	143	199	132	195
Social security & other taxes	190	233	158	194
Other creditors	23	21	23	18
Accruals	181	152	134	115
Deferred income	627	503	555	442
	1,191	1,135	1,029	991

The movement on deferred income relates to contracts for services to be provided on or after 1 April 2021, as follows:

	Group 2021 £'000	<i>Group 2020 £'000</i>	Charity 2021 £'000	<i>Charity 2020 £'000</i>
At 1 April 2020	503	361	442	361
Released during the year	(172)	(58)	(111)	(58)
Deferred during the year	296	200	224	139
At 31 March 2021	627	503	555	442

11. Creditors: amounts falling due after more than one year

Group and charity	2021 £'000	2020 £'000
Unsecured loan repayable 30 October 2022	47	47

The loan interest payable is calculated quarterly in arrears on the unpaid principal at the rate of 5% per annum. The outstanding loan amount is repayable in equal quarterly instalments between 30 January 2020 and 30 October 2022.

12. Unrestricted designated funds

The charity's funds include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

Group	At 1 Apr 2020 £'000	Funds spent £'000	Transfer (to)/from unrestricted general funds £'000	At 31 Mar 2021 £'000
Fixed asset reserve	19	(4)	-	15
Through the gate delivery fund	113	-	(13)	100
Development fund	-	-	416	416
	132	(4)	403	531
Charity				
Fixed asset reserve	19	(4)	-	15
Development fund	-	-	416	416
	19	(4)	416	431

The *fixed asset reserve* represents the value of reserves attributable to tangible fixed assets and has been set up to assist in identifying those funds that are not part of free reserves.

The *through the gate delivery fund* was contract income earned from services delivered which remained available to reinvest in enhancing services offered. The trustees intended to use this fund to allow Pact to work with more service users and to enable changes to service delivery resulting from the Covid-19 pandemic. Due to ongoing practical difficulties in implementing the planned service enhancements, funding is being designated to be spent over the next two years to support our welfare grants team during the transition period into new Probation contracts and from Covid-19, to support service user participation and involvement in the development of new services, and to strengthen our groupwork and one-to-one structured interventions in light of our new Probation services.

The *development fund* is surplus funds available to invest in sustaining the quality of services delivered and providing the foundations of the next stages of Pact's growth. This will be achieved by prudently investing in infrastructure to free up frontline practitioners to do what they do best in supporting prisoners and their families, which will include increased staff support on health and safety, data protection and human resources as well as finance system improvements. We will also be investing in our business development capacity to develop new markets. We intend to use these funds over the span of our two-year corporate development plan.

13. Restricted funds

Group and charity	At 1 Apr 2020 £'000	Income £'000	Costs £'000	At 31 Mar 2021 £'000
Early intervention support for families (1)	57	29	53	33
Supporting families affected by imprisonment (2)	370	370	251	489
Supporting children and young people affected by imprisonment (3)	754	185	146	793
Providing groupwork and learning opportunities (4)	41	-	35	6
Supporting volunteering (5)	41	135	24	152
Furthering rehabilitation in prisons and communities (6)	393	1,643	431	1,605
Providing welfare grants (7)	35	100	97	38
Supporting resettlement (8)	210	123	78	255
	1,901	2,585	1,115	3,371

Notes

- (1) *Early intervention support for families* covers our programmes supporting prisoners' families from the first and critical stages of their involvement with the criminal justice system. These include *A Way Home* in North Wales funded by the Albert Gubay Charitable Foundation and *Just in Case* funded by the National Lottery Community Fund's Awards for All, Van Neste Foundation and Simmons and Simmons.
- (2) *Supporting families affected by imprisonment* covers our programmes helping families to cope practically and emotionally with the devastating impact of the arrest and imprisonment of a loved one and to increase awareness of how the criminal justice system affects lives, families and communities. These include:
- National Family Services*, a befriending, peer support and casework programme funded by the Garfield Weston Foundation, the Swire Charitable Trust, the National Lottery Community Fund, and the London Stock Exchange Group
 - Peer Support Groups* for prisoners' families in England funded by the National Lottery Community Fund's Awards for All
 - Befriending Programme* for families in Wales funded by the Moondance Foundation, National Lottery Community Fund Wales, Gwendoline and Margaret Davies Charity, and the Oakdale Trust
 - Family Support Programme* for South Wales funded by the Wales Council for Voluntary Action
 - Voices for Change* enabling a team of Pact 'Ambassadors' to advocate for radical change to the criminal justice system, funded by the Bromley Trust
 - Family Support* for Northwest England funded by the Zochonis Charitable Trust
 - Prisoners' Families' Voices*, a joint programme to make the voices of prisoners and their families heard on the serious concerns and issues affecting their lives, funded by the Monument Trust and the Bromley Trust
 - Evaluation of Pact Family Tree Café* funded by the Esmée Fairbairn Foundation
 - HMPPS Innovation Grant*, a project to develop processes and a toolkit for a 'communications gateway' that enables families and prisons to work together to support and improve safer custody outcomes, funded by HMPPS

13. Restricted funds (continued)

- x. *Covid-19 Response Funding* to provide high-quality support for prisoners' families nationally during the coronavirus pandemic, funded by the National Lottery Community Fund's *Coronavirus Community Support Fund* and the Tudor Trust
 - xi. *Covid-19 Response Fund for Surrey* to support families affected by imprisonment in Surrey during the pandemic, funded by the Community Foundation for Surrey and the National Emergencies Trust
 - xii. *Wellbeing Fund* to support Pact's trustees, staff and volunteers during the pandemic, funded by the Tudor Trust.
- (3) *Supporting children and young people affected by imprisonment* covers our programmes that increase awareness of, address, and mitigate the harmful effect of familial imprisonment on young lives and help break cycles of intergenerational offending. These include:
- i. *Visiting Mum*, two projects supporting children to maintain and build positive bonds with their mothers in prison: *Visiting Mum* at HMP Eastwood Park and HMP Styal is funded by Llywodraeth Cymru; *Visiting Mum* at HMP Downview is funded by Comic Relief
 - ii. *Together, a Chance*, piloting a new model of social work support in women's prisons, funded by the Sylvia Adams Charitable Trust
 - iii. *Time for Play* at HMP Nottingham funded by BBC Children in Need and Casa Stella
 - iv. *Kids' Club* at HMP Pentonville funded by BBC Children in Need
 - v. *Family Space*, creating a vibrant new prisoners', children's and families' hub inside HMP Wormwood Scrubs, funded by John Lyon's Charity
 - vi. *Playing for Real* at HMP Wormwood Scrubs, funded by the Drapers' Charitable Fund
 - vii. *Family Play* at HMP Send, funded by the Woodhaven Trust and the Community Foundation for Surrey
 - viii. *Hear Our Voice (phase 2)* funded by the Pilgrim Trust and Avon & Somerset Police Community Trust
 - ix. *YEF Theory of Change*, a project to develop the 'theory of change' for our proposed intervention of tackling adverse childhood experience in the children and siblings of prisoners to reduce intergenerational offending
 - x. *Operation Elf* supporting parents in prison to provide their children with a special gift at Christmas.
- (4) *Providing groupwork and learning opportunities* covers our programmes providing accredited training in parenting, relationships and personal development for prisoners, young offenders, and their families. This includes *Setting a Course for Change*, which is relationship and parenting groupwork funded by the Fishmongers' Company Charitable Trust, the Austin & Hope Pilkington Trust, and the Eleanor Rathbone Charitable Trust.
- (5) *Supporting volunteering* covers our programmes creating opportunities for individuals, churches and parishes to engage with volunteering opportunities at Pact and support those affected by imprisonment. These include:
- i. *Reasons to Care*, a national volunteering development project funded by Charles Hayward Foundation
 - ii. *JustPeople*, a church and parish volunteering development project funded by Maurice & Hilda Laing Trust and the Jerusalem Trust
 - iii. *Plater Project*, deepening discipleship through Catholic social teaching and volunteering in the criminal justice sector, funded by the Charles Plater Trust.

14. Restricted funds (continued)

- (6) *Furthering rehabilitation in prisons and communities* covers our programmes providing personalised integrated rehabilitation and resettlement support to prisoners and their families, helping them to make a fresh start together. These include:
- i. *Routes2Change* at HMP Brixton
 - ii. *Routes2Change* at HMP/YOI Isis
 - iii. *Restore Aylesbury*, providing one-to-one restorative casework at HMP/YOI Aylesbury and funded by the CHK Foundation.
- (7) *Providing welfare grants* covers emergency support for prison leavers and their families to alleviate the devastating effects of poverty. This includes:
- i. *Welfare Fund for Kent* funded by the Colyer-Fergusson Charitable Trust
 - ii. *Welfare Fund for Women* funded by the Smallwood Trust
 - iii. *Welfare Fund for London* funded by the David Isaacs Fund
 - iv. *National Welfare Fund* funded by the Albert Gubay Charitable Foundation.
- (8) *Supporting resettlement* covers programmes that provide holistic support to prison leavers in the critical days and months after they are released to aid their successful resettlement. This includes *Journeys to Freedom* supporting the resettlement of women leaving prison in London and Kent, funded by City Bridge Trust, the Colyer-Fergusson Charitable Trust, and London Housing Foundation.

Full comparative figures for the year ended 31 March 2020 are as follows. There are no changes to the total figures, although we have shortened and simplified the presentation of the breakdown.

Group and charity	At 1 Apr 2019 £'000	Income £'000	Costs £'000	At 31 Mar 2020 £'000
Early intervention support for families	102	15	60	57
Supporting families affected by imprisonment	154	420	204	370
Supporting children and young people affected by imprisonment	151	698	95	754
Providing groupwork and learning opportunities	74	-	33	41
Supporting volunteering	75	-	34	41
Furthering rehabilitation in prisons and communities	669	50	326	393
Providing welfare grants	8	32	5	35
Supporting resettlement	193	132	115	210
	1,426	1,347	872	1,901

14. Analysis of net assets between funds

Group	Unrestricted funds	Restricted funds	Total
Fund balances at 31 March 2021 are represented by:	£'000	£'000	£'000
Tangible fixed assets	131	-	131
Current assets	2,552	3,389	5,941
Current liabilities	(1,173)	(18)	(1,191)
Long-term liabilities	(47)	-	(47)
Net assets	<u>1,463</u>	<u>3,371</u>	<u>4,834</u>

Comparative figures as at 31 March 2020 are as follows:

Tangible fixed assets	112	-	112
Current assets	1,907	1,925	3,832
Current liabilities	(1,111)	(24)	(1,135)
Long-term liabilities	(47)	-	(47)
Net assets	<u>861</u>	<u>1,901</u>	<u>2,762</u>

15. Financial and other commitments

As at 31 March 2021, Pact had total commitments under operating leases as follows:

	Property £'000	Other £'000	Total £'000
Due within one year	89	2	91
Due within two to five years	221	3	224
Total	<u>310</u>	<u>5</u>	<u>315</u>

Comparative figures as at 31 March 2020 are as follows:

Due within one year	105	-	105
Due within two to five years	367	-	367
Total	<u>472</u>	<u>-</u>	<u>472</u>

16. Share capital

Pact is a company limited by guarantee and has no share capital. Every member of the company guarantees to contribute a maximum of £10 on winding up, up to one year after ceasing to be a member.

The number of members as at 31 March 2021 was 11 (2020: 10).

17. Related party transactions

There were no related party transactions during the current or preceding year.

18. Reconciliation of net income to net cash inflow from operating activities

	Group 2021 £'000	<i>Group 2020 £'000</i>	Charity 2021 £'000	<i>Charity 2020 £'000</i>
Net income/(expenditure) for the year	2,147	927	2,092	712
Add back depreciation charge	4	4	4	4
(Gains)/losses on investments	(23)	7	(23)	7
Deduct interest income shown as investing activities	(1)	(2)	(1)	(2)
(Increase)/decrease in stock	17	4	17	4
(Increase)/decrease in debtors	(796)	(617)	(867)	(517)
Increase/(decrease) in creditors	56	217	38	109
	1,404	540	1,260	317

19. Comparative consolidated statement of financial activities (2020)

	Note	Unrest- ricted Funds £'000	Rest- ricted Funds £'000	Total £'000
Income from:				
Donations and legacies	2	466	-	466
Charitable activities		6,412	1,347	7,759
Investments		2	-	2
Total income		6,880	1,347	8,227
Expenditure on:				
Raising funds		125	-	125
Charitable activities:				
Building stronger families and safer communities		3,648	536	4,184
Reducing risk of harm to prisoners and their children		1,657	168	1,825
Removing barriers and increasing awareness in public services		592	114	706
Influencing commissioning, policy and legislation		399	54	453
Total expenditure	3	6,421	872	7,293
Net gains/(losses) on investments		(7)	-	(7)
Net income/(expenditure)		452	475	927
Funds brought forward at 1 April 2019		409	1,426	1,835
Funds at 31 March 2020	14	861	1,901	2,762