



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

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His Eminence Cardinal Vincent Nichols

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Sarah Mann, vice-chair

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Carolyn Robertson (appointed 06.07.2022)

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Phil Taylor OBE, chair

Wilf Weeks OBE (resigned 29.09.2021)

Chief executive and company secretary

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Deputy chief executive and Pact Futures managing director

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Charity number

219278

Company number

356443

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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 Toyne, 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.

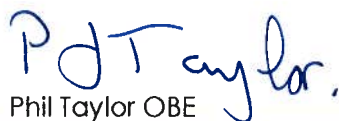
The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of Pact and which enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of Pact and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

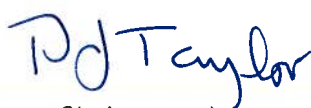
All of the above results derive from continuing activities. All gains and losses recognised in the year are included above. Full comparative figures for the year ended 31 March 2021 are shown in note 19. Notes 1 to 20 form an integral part of these accounts.

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
		434	130	525	222
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
		4,979	6,016	4,418	5,386
Creditors: amounts falling due					
within one year	10	1,238	1,190	945	1,029
		3,741	4,826	3,473	4,357
Net current assets					
Creditors: amounts falling due					
after more than one year	11	-	47	-	47
		4,175	4,909	3,998	4,532
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	4,175	4,909	3,998	4,532

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 £'000	2021 £'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.

Prison Advice & Care Trust (Pact)
Notes to the accounts for year ended 31 March 2022

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	1,597	2,579	4,177
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	1,537	3,371	4,908

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	200	3	203

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	310	5	315

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.