



Prisoners · Families · Communities
A Fresh Start Together

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

A registered charity and company limited by guarantee

Charity registration number 219278

Company registration number 356443

www.prisonadvice.org.uk



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Reference and Administrative Details

President

His Eminence Cardinal Vincent Nichols

Vice President

Archbishop John Wilson

Trustees and directors

Steven Bradford

Helen Clayton-Hoar (appointed 24.07.2024)

Alastair Gordon, honorary treasurer

Paula Harriott

Caroline Hattersley (appointed 17.05.2023)

James Horsted (appointed vice chair
17.05.2023)

Thomas Leman

Sarah Mann

Professor James McManus (appointed
28.02.2024, appointed chair 28.02.2024)

Cleo Metcalf

Carolyn Robertson

Kuljit Sandhu (appointed 20.09.2023)

Nick Smart (resigned 17.05.2023)

Phil Taylor OBE, chair (resigned 22.05.2024)

Chief executive and company secretary

Andrew Keen-Downs

Deputy chief executive

Ellen Green

Trading name

Pact

Charity number

219278

Company number

356443

Registered office

29 Peckham Road, London, SE5
8UA

Solicitors

BDB Pitmans

50 Broadway, London, SW1H 0BL

Auditor

Crowe

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

Bankers

NatWest

1st Floor, 440 Strand

London WC2R 0QS

CAF Bank

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

Report from the CEO – looking back to 2023/34

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

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

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

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

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

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

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

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

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

Report from the Chairman – looking ahead to 24/25

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

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

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

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

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

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

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

Board of Trustees' Report

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

Objectives and activities

Pact's purpose

Pact's stated objectives are:

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

What we do

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

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

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

Values and mission

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

Our values are:

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

Strategy and vision

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

1. To understand and articulate our impact.

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

We will seek to:

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

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

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

We will seek to:

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

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

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

We will seek to:

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

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

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

We will seek to:

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

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

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

We will seek to:

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

Our activities

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

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

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

Our work is broken down into five key areas:

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

4. Involving the people we serve and enabling them to speak truth to power

5. Innovation and developing evidence-based practice. Public benefit statement

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

Performance and achievements

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

Family and Significant Other Services

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

Criminal Justice Healthcare

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

Groupwork & Interventions

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

Creating Future Opportunities

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

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

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

Probation

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

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

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

Restricted Funding

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

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

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

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

Befriending & resettlement support

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

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

Court Service

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

Our Volunteers

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

Faith & Community

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

Looking to the future

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

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

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

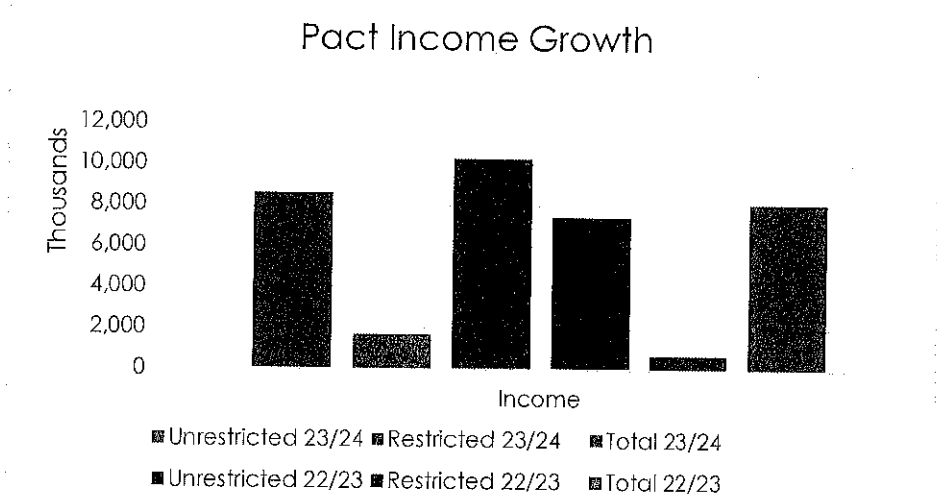
We work in what many describe as a 'broken' system. Prisons are full, and every aspect of the criminal justice system is over stretched and under resourced.

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

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

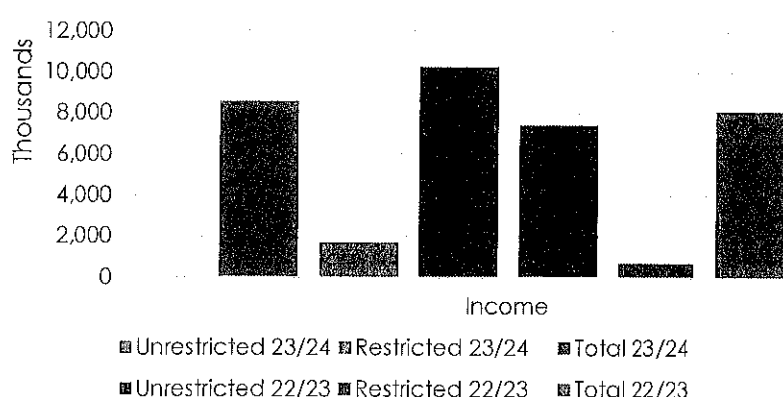
Financial Review

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



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

Pact Expenditure



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

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

Reserves and reserves policy

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

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

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

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

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

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

Investment policy

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

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

Fundraising

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

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

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

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

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

Trusts and Foundations

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

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

Inner London Magistrates Court's Poor Box Charity

Jeanne Marie Gunn Trust

Jerusalem Trust

John Lyon's Charity

Lawson Trust

Leigh Trust

London Catalyst Fund

London Housing Foundation

Marcella and Claude Digby Charitable Trust

Marsh Charitable Trust

Martin and Nancy Dean Charitable Trust

Masonic Charitable Foundation

Maurice and Hilda Laing Charitable Trust

Michael & Shirley Hunt Charitable Trust

Michael Marsh Charitable Trust

Moondance Foundation

National Lottery

Passionists

Rayne Foundation

Redbreast Trust

Rhododendron Trust

Rowlands Trust

Sheriffs' & Recorder's Fund

Simon Gibson Charitable Trust

Simpson Foundation

Sir Halley Stewart Trust

Sir Harold Hood's Charitable Trust

Sir James Roll Charitable Trust

Sir Pierce Lacy Charity Trust

Sisters of the Holy Cross Charitable Trust

Sisters of St Joseph of Peace

Smallwood Trust

Swire Charitable Trust

Sylvia Adams Charitable Trust

Treebeard Trust

Vintners' Charity

Volant Charitable Trust

Westhill

White Oak Charitable Trust

Woodhaven Trust

Zochonis Charitable Trust

Corporate Supporters

Blackrock

Croudace Homes Group

Clifford Chance

CCLA Investment Management

HSBC

London Stock Exchange Group

Matrix Chambers

Sony Music UK

Uniflink

Voluntary Solidarity Fund International

Key Risks

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

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

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

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

Risk register

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

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

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

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

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

Pact Futures CIC

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

Pact Futures has been dormant since 1st July 2022.

Structure, governance, and management

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

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

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

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

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

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

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

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

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

Statement of Trustees' responsibilities

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

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

In preparing those accounts, the Trustees are required to:

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

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

Insofar as the Trustees are aware:

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

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

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



Professor Jim McManus
Chair



Andrew Keen-Downs
Company Secretary

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

Opinion

We have audited the financial statements of Prison Advice and Care Trust (PACT) for the year ended 31 March 2024 which comprise the Statement of Financial Activities, Balance Sheet, Statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 20, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

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

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

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

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

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

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

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

Use of our report

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



Janette Joyce

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

Reading

19 September 2024

Prison Advice and Care Trust (Pact)

Statement of financial activities for the year ended 31 March 2024

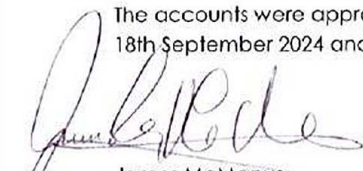
	Note	Unrestricted Funds £'000	Restricted Funds £'000	Total 2024 £'000	<i>Total 2023 £'000</i>
Income from:					
Donations and legacies	2	513	-	513	425
Charitable activities		8,001	1,680	9,681	7,649
Investments		37	-	37	15
Total Income		8,551	1,680	10,231	8,089
Expenditure on:					
Raising funds		312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

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

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

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

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


James McManus
Chair


Alastair Gordon
Treasurer

Company no. 00356443

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

Prison Advice and Care Trust (Pact)

Statement of cashflows for the year ended 31 March 2024

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

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

1. Accounting policies

The principal accounting policies adopted are as follows:

1.1 Basis of accounting

The accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition, effective 1 January 2019) (SORP FRS 102), FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and the Companies Act 2006.

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

1.2 Going concern

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

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

1.3 Critical accounting judgements and estimates

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

1.4 Income

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

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

1.5 Expenditure

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

1. Accounting policies (continued)

1.6 Fund accounting

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

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

1.7 Tangible fixed assets and depreciation

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

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

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

1.8 Debtors

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

1.9 Creditors

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

1.10 Financial Instruments

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

1.11 Operating leases

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

1. Accounting policies (continued)

1.12 Pension costs

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

1.13 Redundancy and termination costs

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

1.14 Listed Investments

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

2. Donations and legacies

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

3. Total Expenditure

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

3. Total expenditure (continued)

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

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

2024
£'000

2023
£'000

Net income/expenditure is stated after charging:

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

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

4. Staff costs

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

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

4. Staff costs (continued)

The average full-time equivalent number of employees was:

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

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

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

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

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

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

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

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

5. Trustees' remuneration

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

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

6. Taxation

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

7. Tangible fixed assets

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

8. Investments

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

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

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

8. Investments (cont)

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

Balance sheet of Pact Futures CIC at 31st March

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

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

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

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

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

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

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

9. Debtors

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

10. Creditors: amounts falling due within one year

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

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

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

11. Unrestricted designated funds

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

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

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

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

12. Restricted funds

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

Notes

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

12. Restricted funds (continued)

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

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

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

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

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

12. Restricted funds (continued)

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

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

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

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

12. Restricted funds (continued)

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

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

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

13. Analysis of net assets between funds

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

14. Financial and other commitments

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

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

15. Share capital

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

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

16. Related party transactions

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

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

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

18. Comparative consolidated statement of financial activities (2023)

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