Prisoners · Families · Communities
A Fresh Start Together

Prison Advice and Care Trust (Pact)

Trustees' report and accounts for the year ended 31 March 2026

A registered charity and company limited by guarantee

Charity registration number 219278

Company registration number 00356443

www.prisonadvice.org.uk

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Reference and Administrative Details

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His Eminence Cardinal Vincent Nichols

Vice President

Archbishop John Wilson

Trustees and directors

Steven Bradford
Helen Clayton-Hoar
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Alastair Gordon, honorary treasurer
Patrick Gillespie (appointed 17 November 2025)
Paula Harriott
Caroline Hattersley (resigned 25 February 2025)
James Horsted
Thomas Leman
Professor James McManus, chair
Marianna Masters (appointed 21 July 2026)
Cleo Metcalf
Carolyn Robertson
Kuljit Sandhu

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Trading name

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Charity number

219278

Company number

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Report from the CEO

This has been another year of both significant challenge and meaningful progress for Pact. We continue to operate within a criminal justice system which the Government acknowledges is under considerable strain, where rising need, stretched services, and persistent inequalities are felt acutely by many. Against this backdrop, demand for Pact's support has remained high, reinforcing the importance of our work and the urgency of our mission.

Throughout 2025/26, we have remained steadfast in our commitment to walk alongside those affected by imprisonment with compassion, dignity, and care. Across our services in prisons, courts, and communities we have supported tens of thousands of women, men and young people, at moments of profound difficulty and change. Whether welcoming families into prison visits halls, supporting children affected by parental imprisonment, guiding individuals through the court process, or helping prison leavers to rebuild their life, our focus has been on ensuring no one faces these challenges alone; that no one is left behind.

Central to our work is a clear belief that strong, positive relationships are key to delivering safer prisons, reducing reoffending and supporting everyone who is caught up in the criminal justice system. This year, we have continued to deliver services that protect and strengthen these bonds. From intensive social work support for mothers in custody, to services that help people maintain contact with their families, to specialist resources for schools supporting children with a parent in prison, we are seeing the difference that relational-focussed approaches can make.

We have continued to strengthen our partnerships at both local and national level. Our longstanding collaborations and partnership work with His Majesty's Prison and Probation Service and the Ministry of Justice continues. We are valued as a trusted and dependable provider of services, which always goes the extra mile, as well as being a 'critical friend', offering solutions, and showing the way forward.

This work is now side by side with our relationships with NHS England, and prison healthcare providers, thanks to which we are developing a growing portfolio of services and initiatives to improve the safety and health outcomes of people in prison. We have continued to work closely with schools, Family Hubs, and voluntary sector partners, to encourage joined up approaches to meeting the needs of children with a parent in prison. All of this work has enabled us to extend our reach and deepen our impact. At the same time, support from charitable trusts and foundations, and individual donors has been essential in sustaining and developing our services, allowing us to respond flexibly to emerging needs, and funding new and innovative ways of working.

Our work to support children and young people who have experienced parental imprisonment continues to develop. The Government's pledge to do more to identify and support children with a parent in prison has sparked a sector-wide debate about the best way to deliver this in practice. At Pact, we always seek to ensure that our approach is shaped by people with lived experience and the creation of a new group of Young Ambassadors has been a highlight of the year. This group of young people with lived experience of parental imprisonment has played a crucial role in helping us to develop our policy position and to refine our operational delivery.

This year marked an important step in our influencing work. By convening an alliance of Christian leaders and organisations across the criminal justice sector, we created a powerful collective voice calling for change. Together, through our report Picking up the Pieces, we highlighted both the extraordinary contribution of faith communities and the growing gaps left by statutory

services. Our shared message is clear - meaningful reform must invest in approaches that are relational, restorative, and rooted in community.

None of this work would be possible without the dedication and expertise of Pact's staff and volunteers. Day after day, they bring empathy, professionalism, and commitment to their work with families, often in highly complex and emotionally demanding circumstances. I am continually inspired by their ability to combine practical support with genuine care and respect for every individual they serve.

We are equally grateful for the steadfast support of our trustees, partners, funders, and the many churches and faith communities who stand alongside us. Their encouragement, generosity, and shared sense of mission are at the heart of all we do.

As we look ahead, the challenges facing the criminal justice system, and the people caught up in it, are unlikely to diminish. However, we are resolute in our belief that change is possible. By continuing to strengthen relationships, and by working collaboratively across sectors, we can help to create safer, more resilient communities and more hopeful futures for those affected by imprisonment.

REDACTED SIGNATURE

Andy Keen-Downs, CBE
Chief Executive

Report from the Chair

It has been a privilege to complete my first full year as Chair of Pact.

Over the past year I have had the opportunity to see at first hand the breadth and quality of Pact's work. I have been struck not only by the scale of the organisation's activity across prisons, courts and communities, but much more by its unwavering commitment to treating every person with dignity, compassion and respect.

What makes Pact distinctive is its understanding that relationships matter. Positive relationships are a strong building block of better health and better communities. Strong family relationships contribute to wellbeing, resilience and hope, and can be a powerful foundation for positive change. Throughout the year I have seen how this commitment shapes the organisation's services, its partnerships and its approach to influencing policy and practice.

The past year has continued to highlight the significant pressures facing the criminal justice system. The prison capacity crisis persists, and inspection reports continue to raise serious concerns about conditions in too many establishments. While the Government recognises and is addressing this crisis, the scale and complexity of the challenge remain considerable.

Against this backdrop, the role of charities such as Pact has never been more important. Every day, our staff and volunteers support people navigating some of the most difficult circumstances of their lives - helping children maintain relationships with parents in prison, supporting families through court processes, and enabling prison leavers to rebuild their lives. This work not only provides vital immediate support but also contributes to longer-term outcomes for individuals, families, and communities.

Pact's strength lies in its clear sense of purpose and its commitment to a relational, family-focused approach. The importance of family ties in supporting health, wellbeing, and rehabilitation is increasingly recognised, and we continue to champion this in both our service delivery and our influencing work. Drawing on my own background in public health, I remain particularly committed to ensuring that the role of families and carers is recognised as central to improving outcomes for people in prison.

We have also continued to play an active role within the wider voluntary and faith sector, working alongside partners to highlight both the needs within the system and the practical solutions that exist. The collective experience and expertise of charities operating in this space represent a valuable resource, and it is encouraging to see growing recognition of the sector's contribution.

I have been particularly encouraged by the way the organisation continues to combine compassion with professionalism and evidence-informed practice. In a challenging environment, Pact has continued to strengthen its services, deepen its partnerships and extend its influence, while remaining firmly rooted in its values.

The Government has signalled a renewed intention to strengthen its relationship with charities, and Pact stands ready, alongside our partners, to support efforts to stabilise and reform the system. Meaningful and lasting change will require sustained collaboration, investment in what works, and a shared commitment to building a system that is fairer, more effective, and more humane.

As a Board, we have continued to focus on ensuring that Pact remains a well-governed, financially sustainable and mission-driven organisation. Trustees have worked closely with Andy

and the executive team to support the organisation's development while maintaining a strong focus on accountability, impact and the responsible stewardship of resources entrusted to us.

I want to thank and recognise fellow trustees, to Andy and his leadership team, and to all our staff and volunteers whose dedication makes this work possible, and makes our values live. Together they continue to transform lives and strengthen families, often in circumstances that are complex and demanding. It is a privilege to serve alongside them and what they do every day.

REDACTED SIGNATURE

Professor Jim McManus

Chair

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 2026.

Objectives and activities

Pact's purpose

Pact's stated objectives are:

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

What we do

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

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

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

Values and mission

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

Our values are:

Believe: to respect the innate dignity and worth of every human being and believe in the possibility of their rehabilitation and redemption, no matter what they have done.
Listen: to consult and involve users of our services to ensure that we remain responsive and sensitive to their needs.
Respect: to respect and value diversity and promote equality of opportunity.

Co-operate: to be a collaborative organisation, working cooperatively and in a spirit of partnership with Her Majesty's Prison and Probation Service (HMPPS) and organisations with whom we share objectives and where this may result in improved outcomes.
Learn: to be a learning organisation, committed to developing our people, and to learning from others and from each other.
Excel: to provide quality services and to monitor and evaluate our work.
Involve: to encourage and facilitate the involvement of volunteers and community and faith-based organisations to harness the goodwill, skills and energies of individuals who share our goals and values.
Connect: to break down barriers between the prison system and communities.
Create: to be innovative and develop models of working and best practice which may be mainstreamed by HMPPS and others.

Strategy and vision

The year 2025/26, was the second year in the delivery of our three-year corporate plan to build and support Pact as a growing organisation. Our five goals are:

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

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

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

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

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

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

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

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

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

Our activities

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

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

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

Public benefit statement

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

Performance and achievements

Family and Significant Other Services

In 2025/26, we continued to provide 'Family and Significant Other' services under contract to HMPPS across 62 prisons. Over the course of the year, Pact-run Family and Visitors' Centres supported a total of 522,506 visits, including 278,684 involving women, 149,805 involving men, and 94,017 involving children.

Alongside this, our family engagement work included one-to-one casework support for 3,390 people in prison, of whom 2,437 were new referrals during the year. Through this personalised support, individuals achieved 4,243 positive outcomes. These included notable improvements in family and relationships (3,047), mental health (796), and attitudes, thinking, and behaviours (613), as well as progress in other areas.

Feedback from people who have been supported highlights the impact of this work. 97% of surveyed prisoners said Pact casework had been helpful, while 73% reported that it had made things slightly or significantly better for them. In addition, 58% of prisoners who completed our Relationship Radar identified improvements in their relationships with family, underlining the positive difference our services make in rebuilding connections.

We also collected feedback from families using our services when visiting loved ones in prison. Of those surveyed, 97% described Pact staff as friendly and helpful, and 95% agreed or strongly agreed that their visit had helped them build stronger bonds with their loved one.

We remain grateful to our commissioners at HMPPS, as well as to governors, staff, and wider leadership teams, for their ongoing support and shared commitment to improving outcomes for people in prison and their families.

Support through the gate and in the community

Pact supports people on probation through services commissioned by HMPPS, working in partnership with organisations including Ingeus, Nacro, and Seetec. These services offer practical, flexible support to help people leaving prison rebuild their lives, strengthen relationships, and settle back into their communities.

Since June 2021, more than 5,000 people have taken part in Pact's programmes to improve family relationships, parenting skills, and emotional wellbeing. A further 2,500 people have received support to manage their wellbeing and move forward positively after release. This work plays an important role in helping people build healthier relationships and reducing the risk of reoffending.

People taking part in these programmes report improvements in a broad range of areas. These include feeling more confident about communicating with their family, moving forward with their life, and reconnecting with their children.

In addition, through the HMPPS CFO Evolution programme, Pact delivers targeted support to people in prison and on probation who have complex needs. By offering tailored, one-to-one help, we support individuals to overcome barriers, build stability, and develop the skills and confidence needed to successfully return to their communities.

Criminal Justice Healthcare

During the year, we continued to develop our programme of work to support prison healthcare providers and to give prisoners' families a voice.

Through our Listen to Families project, we have now gathered the views and experiences of over 3,000 families and carers in prisons across London and the South East. We have used that insight and information to drive system change that will afford families and carers a more proactive role in their loved-ones' care.

A Roundtable event in September, chaired by Lord Bradley, brought together commissioners and key stakeholders from Health & Justice from across England to discuss how this agenda can be further developed.

We have continued to use a number of key assets to shape that system change, including:

- The Families and Carers' Charter – the first ever set of public commitments made by healthcare providers to involve families and carers in prison care;
- A Guide to involving families and carers – a toolkit that helps to operationalise the charter for providers, offering them guidance and advice about how to involve families in practice; Your Guide to Prison Healthcare – an addition to Pact's website, providing families and carers with access to free information that they need to be effective advocates on behalf of their loved-ones.

In addition, Family Link Workers in four prisons deliver casework contracted to NHS South East and Oxleas NHS Foundation Trust. They work alongside healthcare colleagues to identify instances in which patients would benefit from greater family involvement and then act as a bridge between families, patients and healthcare teams.

In the last year Link Workers have taken on 170 cases, with reports of improvements in a wide range of areas. Patients report that they feel more confident to speak up about their health needs; feel more valued and supported; and more reassured that their families can play an active role in their care.

We are extremely grateful to the Julia Rausing Trust for funding further work to develop our model for supporting healthcare in the criminal justice system. Their support has funded a new Head of Criminal Justice Healthcare Practice, who will play a vital role in strengthening and broadening Pact's work in this area.

CPD-accredited training and resources for professionals

Each year, around 200,000 children in England and Wales experience the imprisonment of a parent, yet there is no statutory safety net to ensure they receive the support they need. Many teachers, social workers, and other professionals recognise gaps in their understanding of the justice system and its impact on these children.

To help reduce harm, Pact delivers multi-agency training and resources. In 2025/26, 57 teachers and school staff attended 'Hear Our Voice' training across primary, secondary, and early years settings. Often held in prisons, these sessions offer insight into the child's experience and practical ways to support both children and their caregivers. Feedback highlights increased understanding and motivation to take action.

We also developed the Pact Schools' toolkit, co-produced with young people and education professionals. A new resource for children with a brother in prison was added this year. By year-end, the toolkit had been used by over 330 schools and 70 local authorities, supporting practitioners to reduce stigma, address misinformation, and create safe environments.

Strong relationships with Family Hubs and funding from the Sony Music UK Social Justice Fund and the National Lottery have helped expand this work. This includes awareness-raising across prisons, cross-sector education forums, and improved early identification and support.

In Nottinghamshire and South Yorkshire, partnerships with councils, schools, and family services have led to initiatives such as child-perspective prison visits, school outreach, and family hub drop-ins. As a result, professionals are better informed and more confident in supporting children with a parent in prison, improving outcomes for this highly vulnerable group of young people.

Prisoners' Families Helpline (PFH)

Pact has been running the PFH since 2018 and we are delighted that HMPPS has awarded Pact the contract to run the helpline for a further three years.

Calls to the helpline cover a wide range of enquiries, including safeguarding concerns, visiting arrangements, staying in touch with a loved one, sending items into prison, and understanding court or custody processes. The Helpline also receives calls from teachers, social workers, solicitors and others seeking accurate information.

As part of our commitment to improving accessibility, Pact has recently introduced a 24/7 online chatbot, allowing users to access clear answers to common questions at any time of day or night.

The Prisoners' Families Helpline website hosts a comprehensive suite of resources, including Prison Life videos that explain everyday routines and procedures inside prison. The site also includes a Safer Custody portal, which enables users to raise concerns about a loved one's safety or wellbeing directly with the prison - a critical safeguarding tool for families.

Service User Involvement

During the year, we continued to listen to the voices of people with lived experience and ensure that their views and experiences shape the design and delivery of our services.

Across two waves, we collected the results of nearly 10,000 surveys from service users covering a range of themes, including visits, children and young people, and casework. We use this feedback to continually refine the way that we provide services at the prisons in which we operate across England & Wales.

We have also expanded our 'Family Forums', providing opportunities for family members to come together with each other, our teams, and prison leadership. A total of 66 forums were held last year across 28 sites, which have helped to improve visits, delivering concrete changes to the visiting process and environment. A number of prisons that Pact works in run enhanced Family Forums with generous financial support from the National Lottery and the Sony Music UK Social Justice Fund.

This year, we also set up our Young Ambassador project. Our Young Ambassadors are at the forefront of influencing policy and practice for children affected by imprisonment. Drawing on their lived experience of having a parent in prison, they provide powerful insights that help shape how services and systems respond to young people's needs. By sharing their perspectives directly with professionals, including those working in government, HMPPS, and community services, they ensure that real experiences inform decision-making.

Learning and programmes

Over the past year, 990 people participated in our face-to-face courses on parenting, relationships, and family learning. We're proud to have achieved a 99% completion rate and a 95% satisfaction rate, highlighting the strong value participants place on our programmes.

Alongside this, our teams delivered 5,595 structured one-to-one resources through casework across our contracts. These materials, drawn from a wide range of parenting, relationship, and

wellbeing resources, have been instrumental in helping families stay connected, build resilience, and maintain a positive outlook for the future.

Government and charitably funded services

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

Routes 2 Change

For a number of years, Pact's Routes 2 Change project provided intensive practical and emotional support to prisoners and their children and families in two prisons in London – HMPs Brixton and Isis. By placing healthy relationships at the heart of the prisons' operations, Pact provided tailored support to prisoners and their families from day one, throughout their sentence and right up until six months after release.

Last year we began work to embed this approach in prisons more broadly across the prison estate. Not all people in prison have healthy family relationships, and so at a number of prisons, this has included the delivery of our Let's Talk programme for people who don't receive regular visits who are struggling to get through their sentence, as well as training for prison staff that will support them to adopt a greater 'think family' approach in their day-to-day operations.

Together a Chance

With funding from HMPPS as part of a pilot in four prisons, Pact continued to provide dedicated social work support at HMP Eastwood Park and HMP Send, delivering intensive, tailored assistance to 53 women.

The social workers' role is to bridge the gap between the prison and social services in the community, keeping mothers in touch with their children where it is in the child's best interests. They offer intensive one-to-one support for women, empowering them to engage in matters involving their child, speak for themselves at court, and to understand processes and how to work with them. They also provide a vital link with community social workers who have children of female prisoners on their caseload and who may be reluctant to encourage familial visits or contact.

Visiting Mum

Visiting Mum supports Welsh mothers in prison to maintain positive relationships with their children throughout their sentence. The project focuses on identifying women at risk of losing contact with their children and provides specialist support to protect and strengthen these vital family bonds. This includes parenting and relationship programmes, along with tailored one-to-one support, such as help engaging with social workers and other services.

Over the past year, our team assessed more than 1,000 women entering custody at HMPs Eastwood Park and Styal, and provided ongoing casework support to 135 mothers. We also supported 172 visits for children and young people. This service is particularly important for Welsh mothers held in England, who often face barriers to maintaining contact with their children, including travel costs and limited access to suitable adult supervision.

Emergency welfare grants

Thanks to funding from charitable foundations and donors, we distributed 387 emergency welfare grants this year, totalling nearly £60,000. The grants supported individuals leaving prison, as well as prisoners' children and families facing immediate hardship.

Additional support addressed the needs of prisoners' children, helped individuals on Release on Temporary Licence (RoTL), prevented homelessness, and assisted those experiencing poor mental health. Grants averaged £158.22 and were provided as vouchers or essential items - such as food, clothing, beds, phones, laptops, and white goods - never cash. Each grant was also accompanied by advice to help address underlying needs.

Overall, 149 children benefited directly, with a further 381 supported indirectly through assistance given to a parent or carer.

Courts-to-Custody Service

In south Wales, Kent, and at the Old Bailey in London, Pact supports families in courts at what is often a confusing, stressful, and emotional time. Our staff and volunteers provide a warm, reassuring presence, helping parents, carers, and children to understand what is happening and to feel less overwhelmed by the process. For those families who become separated by prison, we provide a pathway of care, to link them into our services based at the prisons.

Alongside this emotional support, we offer practical guidance, helping families to navigate the court environment, understand what to expect, and access the information they need. We take particular care to support children, offering age-appropriate explanations and ensuring their needs are recognised throughout proceedings.

Where families are struggling, we provide immediate, compassionate support and connect them to wider services, including legal advice, housing, and wellbeing support. Through this work, Pact helps to reduce anxiety, improve understanding, and ensure that families feel supported, respected, and better able to cope during a challenging period.

Over the past 12 months, this work has grown substantially to include support in custody following sentencing and linked to our broader family forum work, thereby providing comprehensive, service user-led support from courts through to custody.

Our Volunteers

This year, our remarkable volunteers gave more than 73,000 hours (including volunteers and Peers) of their time - an increase of 20% compared with last year. Their commitment has created a meaningful and lasting impact on thousands of lives, and we are deeply thankful for the time, expertise, and energy they bring.

Volunteers support Pact to deliver a whole range of services, but two volunteer-led projects in particular are making an increasing impact.

Pact's volunteer visitor scheme, *Let's Talk*, was developed through our Routes 2 Change project and aims to support individuals at risk of social isolation. By offering regular visits from a carefully matched, trained, and supervised Pact volunteer, the programme provides relational, trauma-informed, psycho-social support, to help prisoners improve their mental health, wellbeing, and safety. Through supporting people's ability to cope in custody, communication, engagement and relationships, Let's Talk ultimately seeks to improve prospects for successful rehabilitation and resettlement in the community.

In its first year alone, the project has received 107 referrals for people in prison; recruited and trained 44 volunteers who have been matched with 66 individuals prisoners and provided 181 social visits to people in custody. Individuals, on average, have received one visit per month.

Separately, the size of our peer volunteering scheme has more than doubled. Pact Peers are serving prisoners who provide emotional support, encouragement and practical guidance to their peers in prison. Their work has a particular focus on supporting fellow prisoners around healthy relationships and family contact, including prisoners who are struggling to cope. The lived experience of our Peers gives them a unique ability to connect with their peers.

Across England & Wales, we have more than 105 Peers, a number which has increased by 56% in the last year alone. We are ambitious to grow the support we can offer so that the skills and experience prisoners develop in this voluntary role with Pact can be of lasting benefit in securing employment and other opportunities after release.

We were delighted to welcome the Prisons Minister, Lord Timpson, to our Annual Volunteer Awards at the House of Lords in November. The overall winner was a Pact Peer, Colin Pritchard.

Pact Ambassadors

This year, we launched our Pact Ambassadors scheme – a group of 13 people from a wide range of backgrounds including business, academia and cultural industries. A number have lived experience themselves.

Our ambassadors will work with us to raise awareness of the challenges faced by people caught up in the justice system and the need for systemic change. They will also help us to inspire more people to join Pact, donate, volunteer, and campaign with us, so we can continue to be here for the people who need us.

Faith and Community

As a Catholic charity, we are deeply grateful for the continued support of parishes and religious communities across England and Wales. Their encouragement, prayers, and generosity remain vital to our work and long-term sustainability, strengthening our ability to support those affected by the criminal justice system.

This year, we brought together Churches and Christian leaders from across the sector to form a new and unprecedented alliance calling for reform. Our joint report, *Picking up the Pieces*, highlights how churches, charities, and volunteers are increasingly stepping in to 'pick up the pieces' of a broken justice system. Faith communities provide a vast amount of seldom-acknowledged support for people affected by the justice system, assisting both victims of crime and those caught up in the justice system. The report recognises the pressures facing the system and calls on government to invest in approaches that are proven to make communities safer.

We also saw a record response to our Prisoners' Sunday appeal, with 14 cathedrals participating across England and Wales, including Westminster, Southwark, Birmingham, and Cardiff and Menevia. We are sincerely grateful to all who spoke on behalf of Pact or shared their personal experiences, helping to raise awareness and inspire support within their communities.

We continue to be strengthened by the compassion, commitment, and witness of the Church and wider faith communities. Their shared sense of mission reflects the Gospel call to action: "I was in prison, and you visited me," which remains at the heart of all we do.

Overcoming the risks and challenges

According to **Clinks' State of the Sector 2025 report**[1], charities and voluntary organisations working in the criminal justice system are facing a combination of rising demand, financial pressure, workforce challenges, and a justice system that is under unprecedented levels of pressure. We face rising demand and increasingly complex need. We have seen a growing number of charities and community organisations close their doors for good.

Those charities like Pact which have navigated and survived the many challenges of the past few years are supporting more people than ever before; people, who have increasingly complex and urgent needs. Issues such as unresolved childhood trauma, undiagnosed or untreated mental ill health, substance misuse, homelessness, brain damage, learning difficulties, poverty. Services in our communities are under increasing strain, as public services, and local authority and grant funding faces growing pressures, placing ever greater demands on charities such as Pact which have weathered the storm.

Like so many charities, Pact faces rising operating costs, increased competition for grants and charitable funding, short-term funding cycles that hinder long-term planning, and the difficulty of recovering full costs through commissioned services.

Like so many criminal justice charities and public sector bodies, we face an ongoing challenge of recruiting and retaining experienced staff, and of competing with statutory sector salaries. Recent record levels of inflation, and the Government's decision to increase employer national insurance contributions, from which charities were not exempted, has increased the pressures.

Recruiting the right people, with the right values and skills, to work in prisons and with people on probation, will always be a challenge. It takes a very special kind of person to do the work we do. We also face the obstacle of a vetting system that involves lengthy delays. t. Vetting is essential to safe working, but the process is slow, forcing charities to carry vacancies and plug gaps in services however they can. Another challenge is that of bringing the insight and 'lived expertise' of people who have committed offences in the past. Whilst the Ministry of Justice encourages charities to employ people with lived experience, who have moved beyond their past and who are now living crime-free, productive lives, the vetting process is slow, risk-averse and cumbersome.

The state of public services

Supporting people to move beyond their offence requires a public health approach. People leaving prison need suitable accommodation, a place they can call home and belong. Many need ongoing support for their mental health issues, which are often compounded by addiction. People leaving prison need mutually supportive human relationships. They need to avoid isolation, or falling back into toxic relationships or criminal networks.

The reality however is that public sector resettlement support is weak. As HM Inspector of Probation reports, the majority of probation teams across the country are under-staffed and over-whelmed. And other statutory partners all too often see prison leavers as someone else's problem.

[1] https://www.clinks.org/state-of-the-sector

Political uncertainty has been particularly acute for the Charity as, during the ten years to July 2026, there have not only been seven different Prime Ministers but also nine holders of the post of Secretary of State for Justice.

The Board and Senior Leadership Team of Pact recognise and understand the strategic risks and challenges we face. At Board level, we use a Risk Assurance Framework to identify and track how we manage and mitigate the top ten strategic risks.

Risk Assurance Framework

The Board of Trustees have identified ten strategic risk areas and with support from the Senior Leadership team, have developed a Risk Assurance Framework for governance, oversight and management reporting purposes.

Each Risk has an assigned 'Owner' from the Senior Leadership team, who is responsible for risk assurance and reporting. Controls, first, second, and third line assurances are identified. For each risk area, assurance reports are scheduled from relevant Board sub-committee chairs, SLT leads, and specialist lead staff, including our senior Health and Safety Advisor and Data Protection Officer. Each risk is RAG rated by the Board, who together with sub-committees and SLT, regularly review the framework to provide assurance that appropriate and proportionate controls are in place to minimise and mitigate risks. Controls include operational, management, system-wide activities, including Policies, Procedures, Training, System controls and Management oversight.

In reviewing the Framework, trustees seek further assurance from the CEO and Senior Leadership Team and offer constructive challenge to check that controls are working effectively, and will determine whether additional actions or controls may be required.

As we approach the end of our three year corporate plan, the Pact Board is looking backwards at what we have learned, and forwards to our refreshed strategy for 2027-2030.

Looking to the future, the three principle risks we currently recognise are those which Clinks have articulated for the criminal justice voluntary sector as a whole; namely:

- Financial loss or instability, sustainability and stability: Rising costs are not being fully met by commissioning budgets
- Workforce: Recruitment and retention in a challenging labour market
- Political Uncertainty/Change

At the time of writing this report, we had identified ten key strategic areas of potential risk, all of which are scrutinised, and have appropriate assurance controls in place:

1 Financial loss or instability
2 Mission drift
3 Failure to safeguard child or vulnerable adult
4 Failure to prevent harm to an individual (staff, volunteer or public)
5 Major fraud or financial error
6 Reputational damage
7 Significant data breach

8	Business interruption (disaster recovery failure)
9	Failure to recruit, retain and motivate staff
10	Failure to demonstrate meaningful outcomes

Corporate Plan

Our three year corporate plan, which will take us to March 2027, sets out five strategic goals for the senior leadership team:

- To understand and articulate our impact
- To be financially sustainable enabling us to continue our role as an independent innovator
- To ensure we are representative organisation, informed by lived experience
- To improve workforce stability
- To make our systems and processes more effective and efficient

We have now begun to map out the process for refreshing our plans and building a new strategy to take us to 2030 and beyond.

Future Plans

In spite of the many challenges we have faced, Pact continues to thrive and is well positioned for our next phase of growth. This Trustees Report shows that we have achieved a turnaround on our finances, with a year end surplus rather than the deficits we have experienced over recent years. This has taken hard work and skill by our Business Development and Fundraising teams, and some very difficult decisions and two rounds of internal restructuring to reduce our core costs. We continue to innovate, in justice health provision, advocacy for children and families caught up in the justice system, and new forms of voluntary service to meet need. We have transformed our back office finance system and operation, and reduced our dependence on justice funding through developing commissionable models of service to improve health outcomes for prisoners. We have also invested in our business development team in order to build new strategic bidding partnerships with like-minded charities, and await the outcome of bids for 'Commissioned Rehabilitation Services' contracts to support prisons and probation. We continue to focus on sustainable growth, to enable us to reach more people with our life changing services, and to fulfil our mission as a charity.

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

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

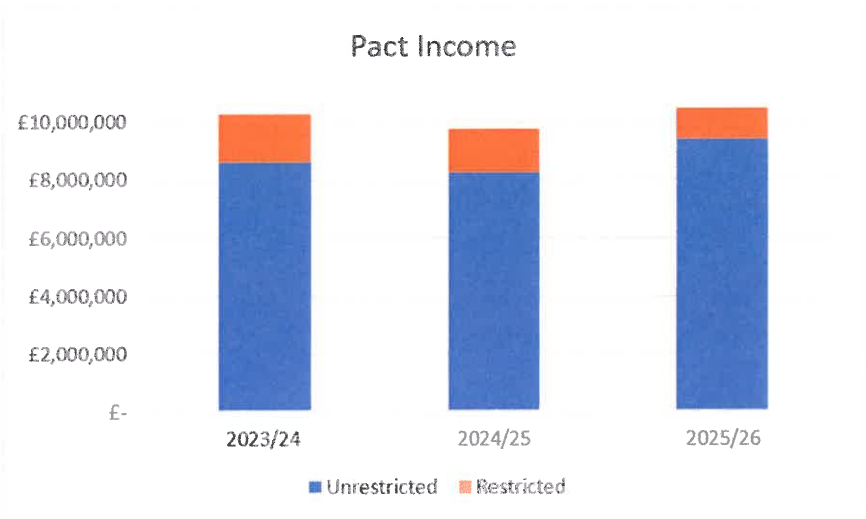
We also continue to act as a 'critical friend' to HM Prison and Probation Service and other key partners, bringing the voices of prisoners' children and families into the conversation and offering evidence-based ideas and solutions.

Despite operating within a system that by its own account is overstretched, under-resourced, and at times broken, our work continues, thanks to the determination, resilience, passion and professionalism of so many people working within the system, and alongside us in the voluntary sector. We are powered by the dedication of our staff, volunteers, and supporters. Together, we can and will be hopeful. Not only because we have navigated the troubled waters of recent years, but because its our job to bring hope to people. As one woman in Eastwood Park prison said to us 'you're like a light in a really dark place'.

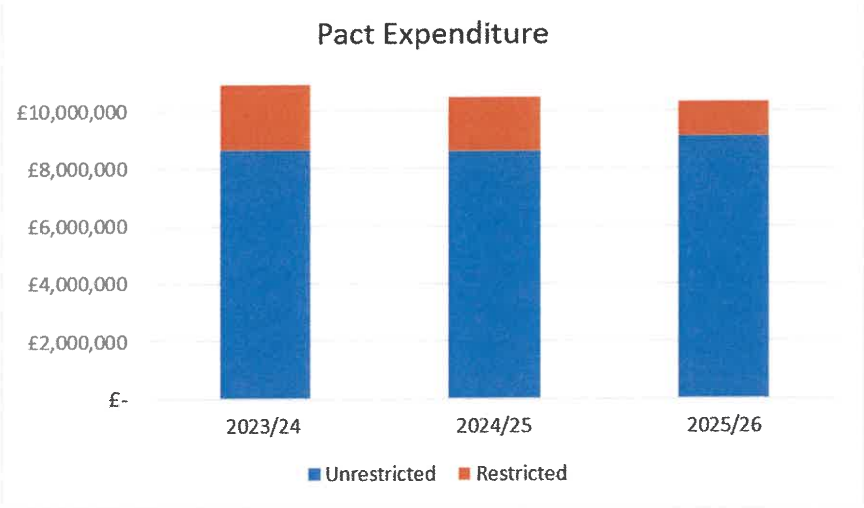
To all our friends and partners: thank you. We look forward to the year ahead with hope and optimism.

Financial Review

Income for the year totalled £10,520,000 (2025: £9,798,000), an increase of 7%, which comprised unrestricted income of £9,432,000 (2025: £8,263,000) and restricted income of £1,088,000 (2025: £1,530,000). This growth is largely due to increased commissioned services income, which is unrestricted. Restricted income reduced markedly due to the end of a number of grants which have not all been replaced.



Expenditure totalled £10,323,000 (2025: £10,466,000), a decrease of 1%, which comprised of unrestricted expenditure of £9,126,000 (2025: £8,600,000) and restricted of £1,197,000 (2025: £1,866,000). Unrestricted expenditure increased by 6%, mostly due to increases in staff costs. Restricted expenditure decreased in line with the decrease in restricted funding.



The result for the year was an unrestricted funds surplus of £286,000 (2025: deficit £337,000) and a spend down of restricted funds of £109,000 (2025: £336,000 spend down). The overall surplus was £177,000 (2025: deficit £673,000). This turnaround in the financial position after four years of deficits. Pact has been through a painful period of restructuring but is now in an improved position going forward.

Cash and short-term deposits decreased to £973,000 on 31 March 2026 (2025: £1,128,000), despite a surplus due to a reduction in deferred income and increased levels of accrued income due to delays in finalising the 2025/26 year end position with HM Prisons and Probation Services. Investments decreased slightly to £555,000 (2024: £575,000) due to unrealised losses on investments caused by the effect of war in the Middle East on global stock markets. The total value of the cash, short-term deposits and investments continues to give the charity a sound financial platform for 2026/27. We maintained our investment in the CCLA Catholic fund, based on maximising investment income for the charity in line with our ethical investment policy, during a period of market turbulence.

Reserves and reserves policy

Total funds held at 31 March 2026 were £1,672,000 (2025: £1,496,000) of which £451,000 (2025: £560,000) are restricted balances to be spent in future periods in line with donor requirements. The remaining £1,221,000 (2025: £936,000) unrestricted funds are freely available for general purposes. The Board has approved a new Reserve Policy in November 2025 which considers the main risks to the organisation and the target level of reserves to help mitigate these. Different income streams are assessed and a percentage reserve target applied to these streams. Estimates of the risk of unexpected expenditure are also made. The target level of reserves is based on a minimum working capital requirement added to the sum of half of the income risks and half of the expenditure risk. This is compared to an estimated shutdown cost and the higher of these two amounts is the target reserve.

For the year ended 31 March 2026, the shutdown cost is the higher amount at £1,440,000. The target reserve is expressed as a range by adding a 15% contingency, giving a target range of £1,440,000 to £1,650,000. This reserve range is higher than the target for 2024/25 of £1,120,000. The

shortfall between the target level and actual reserves of reserves at 31 March 2026 was £219,000. It is worth noting that using the previous methodology, the free reserves would have been higher than the target reserve. Nevertheless the need to reduce this shortfall will be taken into account as the charity starts to look forward to the budget process for 2027/28 and in the light of other pressing demands on the charity's funds. The Financial Risk & Audit Committee is responsible for monitoring reserve levels and this is reviewed at least twice a year.

Investment policy

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

Pact invests as far as possible in line with its charitable aims, endeavouring to balance maximising income for our work with our wider social responsibilities as a charity operating in accordance with Catholic Social Teaching. Our preference is for investments that help to maintain wellbeing for the economic, social, and natural environments, as expressed in the appeal by Pope Francis, Laudato Sì (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 2026, Pact raised £540,000 (2025: £359,000) in unrestricted funds and received restricted funding of £1,085,000 (2025: £1,530,000). Funds raised provided much-needed support for Pact's core services, as well as new projects.

We do not make use of any commercial third parties or agents to raise funds for the charity, nor do we pay any commissions 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

29 May 1961 Charitable Trust
Albert Hunt Trust
Aldo Trust

Bailey Family Foundation
Bell Foundation
Belpech Charitable Trust
Bishop Radford Trust
Charles Littlewood Hill Trust
Chetwode Foundation
Colyer-Fergusson Charitable Trust
Edith Bessie Gibson Trust
Firebird Foundation
Garfield Weston Foundation
Hanley Trust
Inner London Magistrates Court's Poor Box Charity
Jerusalem Trust
Jesuit Fund for Social Justice
Leigh Trust
Michael and Shirley Hunt Charitable Trust
National Lottery
Simpson Foundation
Sir Harold Hood's Charitable Trust
Sisters of St Joseph of Peace
Smallwood Trust
Society of the Sacred Heart CIO
Souter Charitable Trust
Stichting Benevolentia
Swire Charitable Trust
Treebeard Trust
The Thomas Sivewright Catto Charitable Settlement
The White Oak Charitable Trust

Corporate Partners

Black Rock
The Busy Group
CCLA Investment Management
CGI
Croudace Homes Group
Pinsent Masons LLP
Sony Music UK
Unilink

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 Board meeting, they are initially invited to attend a Board meeting on a co-opted basis. An induction pack is provided, which, together with meeting the CEO and Chairman, visits to projects and Central Office, and background reading, form a comprehensive introduction to the charity.

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

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

A further subcommittee of the Board, the Finance and Income Generation Committee, scrutinised Pact's financial affairs, including annual budgets and reforecasts, management accounts, tax matters, investment decisions, and financial and accounting policies. The committee also liaised with the auditor and reviewed the performance of Pact's external investment advisers. This committee was split in early 2026 into two committees: a Financial Risk and Audit Committee, focusing on financial risk, controls, audit and investment decisions; and a Business and Income Generation committee to monitor financial performance and support future income growth.

We have two Board subcommittees comprised of trustees and staff. The Policy Subcommittee reviews new and revised policies in detail to ensure that the organisation's policies remain current, effective and compliant with legal and regulatory requirements. Policies are then recommended for approval to the Board of Trustees prior to implementation. The Health & Safety Subcommittee monitors and reviews the organisation's health and safety performance and the effectiveness of measures implemented to support continuous improvement. It also reviews significant incidents, where appropriate, and analyses accident and incident trends to ensure that statutory reporting requirements are met and that corrective actions are identified, implemented, and monitored to comp.

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 legislation in other jurisdictions. In approving this Trustee Report, the Trustees are also approving the Strategic Report included herein in their capacity as Company Directors.

Approved by the Board of Trustees on 23 September 2026 and signed on its behalf by

REDACTED SIGNATURE

Professor Jim McManus
Chair

Andrew Keen-Downs
Company Secretary and CEO

REDACTED SIGNATURE

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

Opinion

We have audited the financial statements of Prison Advice and Care Trust (Pact) for the year ended 31 March 2026 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cashflows 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 2026 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 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 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 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 25, 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 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, including financial reporting legislation and the Charities SORP (FRS 102), and tax regulations. 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 necessary to the charitable company's ability to operate or to avoid a material penalty. 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 also considered the opportunities and incentives that may exist within the charitable company for fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Board about

their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, 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.

REDACTED SIGNATURE

Janette Joyce
Senior Statutory Auditor

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

29 September 2026

Statement of financial activities for the year ended 31 March 2026

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 2025 are shown in note 15.

	Note	Unrestricted Funds £'000	Restricted Funds £'000	**Total 2026 £'000**	Total 2025 £'000
Income from:					
Donations and legacies	2	537	3	540	359
Charitable activities		8,876	1,085	9,961	9,420
Investments - deposit interest		19	-	19	19
Total income		9,432	1,088	10,520	9,798
Expenditure on:					
Raising Funds		433	-	433	327
Charitable activities:					
Reducing re-offending by building stronger families and healthier relationships		6,432	301	6,733	6,348
Making prisons safer and healthier		825	581	1,406	2,044
Supporting people to live good lives after prison		1,127	182	1,309	1,142
Involving the people we serve and enable them to speak truth to power		255	59	314	239
Innovating and developing evidence-based practice		54	74	128	366
Total Expenditure	3	9,126	1,197	**10,323**	10,466
Net (losses) on investments	7	(20)	-	(20)	(5)
Net Income/ (Expenditure)		286	(109)	**177**	(673)
Funds brought forward at 1 April 2025		936	560	1,496	2,169
Funds at 31 March 2026	10	**1,222**	**451**	**1,673**	1,496

Notes 1 to 15 form an integral part of these accounts.

Balance sheet as at 31 March 2026

Company no. 00356443

	Note	2026 £'000	2025 £'000
Fixed Assets			
Investments	7	555	575
Current Assets			
Debtors	8	1,339	1,215
Short term deposits		927	1,108
Cash at bank		46	20
		2,312	2,343
Creditors: amounts falling due within one year	9	(1,194)	(1,422)
Net current assets		1,118	921
Net assets		**1,673**	1,496
Unrestricted general funds	11	1,222	936
Restricted funds	10	451	560
Total Funds		**1,673**	1,496

The accounts were approved and authorised for issue by the board of trustees on 23 September 2026 and signed on its behalf by

REDACTED SIGNATURE

Professor Jim McManus
Chair

REDACTED SIGNATURE

Alastair Gordon
Trustee and Treasurer

The notes 1 to 15 form an integral part of these accounts.

Statement of cashflows for the year ended 31 March 2026

	Note	**2026** £'000	2025 £'000
Cashflows from operating activities	14	(174)	(430)
Cashflows from investing activities			
Interest income		19	19
Purchase of fixed asset investments		-	(150)
Cash provided by/(used in) investing		19	(131)
(Decrease) in cash and cash equivalents in the year		(155)	(561)
Cash and cash equivalents at the beginning of the year		1,128	1,689
Cash and cash equivalents at the end of the year		**973**	1,128

Analysis of Cash & Cash Equivalents	**2026** £'000	2025 £'000
Short term deposits	927	1,108
Cash at bank	46	20
	973	**1,128**

The notes 1 to 15 form an integral part of these accounts.

Notes to the accounts for the year ended 31 March 2026

1. Accounting policies

The principal accounting policies adopted are as follows:

1.1 Basis of accounting

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

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

1.2 Going concern

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

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

1.3 Critical accounting judgements and estimates

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

1.4 Income

Income from donations and appeals is included in the income and expenditure account when received. Legacies are accounted for when we have reasonable certainty as to the amount receivable. Other income is credited to the income and expenditure accounts when it becomes receivable. Income is deferred if: Pact has to fulfil conditions before becoming entitled to it; or if

the donor or contractor require surplus funds to be spent on further agreed expenditure or be returned; or if the donor or commissioner 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 charity. Support Costs are then allocated to the activities on the basis of direct costs within that activity.

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 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.

1.8 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.

1.9 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.

1.10 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.

1.11 Redundancy and termination costs

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

1.12 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

	2026 £'000	2025 £'000
Donations	400	333
Legacies	140	26
	540	359

3. Total expenditure

	Direct staff costs £'000	Other direct costs £'000	Support costs £'000	**Total 2026** £'000
Raising Funds	325	82	26	433
Charitable Activities				
Reducing re-offending by building stronger families and healthier relationships	5,621	589	523	6,733
Making prisons safer and healthier	1,046	226	134	1,406
Supporting people to live good lives after prison	1,071	176	62	1,309
Involving the people we serve and enable them to speak truth to power	303	7	4	314
Innovating and developing evidence-based practice	119	5	4	128
Total Expenditure	8,485	1,085	753	**10,323**

The methodology of calculating *Raising Funds* has changed for the 2025/26 accounts and now includes the appropriate proportion of indirect costs. This accounted for £75,000 in 2025/26, without which *Raising Funds* would have been £358,000.

Comparative figures for the year to 31 March *2025* are as follows:

	Direct staff costs £'000	Other direct costs £'000	Support costs £'000	Total 2025 £'000
Raising Funds	252	66	9	327
Charitable Activities				
Reducing re-offending by building stronger families and healthier relationships	5,291	860	197	6,348
Making prisons safer and healthier	1,705	275	64	2,044
Supporting people to live good lives after prison	952	155	35	1,142
Involving the people we serve and enable them to speak truth to power	199	33	7	239
Innovating and developing evidence-based practice	306	49	11	366
Total Expenditure	8,705	1,438	323	10,466

Net income/expenditure is stated after charging:	2026 £'000	2025 £'000
Auditor's remuneration – audit fees	22	21
Auditor's remuneration – underaccrued in prior year	10	-
Depreciation	-	3

Support costs includes governance costs of £49,000 (2025: £29,000), including audit fees and staff costs.

Direct staff costs include redundancy and termination costs of £33,000 (2025: £53,000).

4. Staff costs

	2026 £'000	2025 £'000
Salaries	7,416	7,828
Social security costs	863	670
Pensions	206	207
	8,485	8,705

The average full time equivalent number of employees was:

	2026	2025
	No	No
Charitable and development	211	209
Administration and fundraising	25	27
	236	236

The average headcount was 379 for the charity (2025: 371)

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

	2026	2025
	No.	No.
£100,001 - £110,000	1	-
£90,001 - £100,000	1	1
£80,001 - £90,000	1	1
£70,001 - £80,000	2	2
£60,001 - £70,000	4	4

Pension costs of £41,000 (2025: £31,000) were incurred for these employees.

The senior leadership team over the year to 31 March 2026 had the following members:

Post	**Post-holder**
Chief Executive	Andrew Keen-Downs
Deputy Chief Executive	Ellen Green
Director of Services	Karen Lloyd
Assistant Director of Services	Joanne Mulcahy
Director of Communications	Nick Mann
Director of Human Resources	Stephanie Loney (appointed as Director 01.01.26)
Director of Finance & ICT	Suzanne Davies (retired 31.07.2025)
	Andrew Gray (appointed 23.06.2025)

Remuneration and benefits paid to the senior leadership team during the year totalled £698,000 (2025: £619,000).

5. Trustees' remuneration

No member of the board received any remuneration during the year (2025: none).

During the year, 4 trustees received reimbursement of travel expenses amounting to £831 (2025: 4 trustees received reimbursement of £825).

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. Investments

	1 April 2025	Acquisition	Net gains/ (losses)	**31 March 2026**
Dormant Subsidiary	1		(1)	-
Listed investments	418	-	(25)	393
Deposit investments	156	-	6	162
	575	-	(20)	555

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

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

	2026 £'000	2025 £'000
CCLA Catholic Investment Acc Class 2	393	418
CCLA Deposit Fund Acc	162	156
	555	574

8. Debtors

	2026 £'000	2025 £'000
Trade debtors	767	867
Accrued income	504	307
Prepayments & other debtors	68	41
	1,339	1,215

9. Creditors: amounts falling due within one year

	2026 £'000	2025 £'000
Trade creditors	107	109
Social security & other taxes	175	156
VAT payable	82	83
Other creditors	36	36
Accruals	237	237
Deferred income	557	801
	1,194	1,422

The movement on deferred income relates to contracts for services to be provided on or after 1 April 2026, as follows:

	2026 £'000	2025 £'000
At 1 April 2025	801	600
Released during the year	(801)	(323)
Deferred during the year	557	524
	557	801

10. **Restricted funds**

	At 1 April 2025 £'000	Income £'000	Expenditure £'000	**At 31 March 2026** £'000
1 Early intervention support for families	-	12	12	-
2 Supporting families affected by imprisonment	231	363	387	207
3 Supporting children and young people affected by imprisonment	133	114	128	119
4 Providing groupwork and learning opportunities	9	26	35	-
5 Supporting volunteering	6	-	3	3
6 Furthering rehabilitation in prisons and communities	90	163	162	91
7 Providing welfare grants	56	66	91	31
8 Supporting resettlement	35	344	379	-
	560	1,088	1,197	**451**

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 this consisted of our Courts service in London funded by the Inner London Magistrates Court's Poor Box Charity.

2. Supporting families affected by imprisonment covers our programmes helping families to cope practically and emotionally with the devastating impact of the arrest and imprisonment of a loved one and to increase awareness of how the criminal justice system affects lives, families and communities. These include:
   i. *National Family Services* (also known as "Hand in Hand"): a befriending, peer support and casework programme funded by The 29th May 1961 Charitable Trust.
   ii. *Prisoners Families Helpline Grant*: providing a 7 day per week helpline to family members and those impacted by the Criminal Justice System with corresponding website.
   iii. *Families' Forum Plus*: a major five-year project to support families in south Wales during proceedings at Swansea Court, to stay in touch with their loved ones in prison, reduce re-offending, and support children to stay in touch with their fathers in HMP Swansea, funded by National Lottery People & Places.
   iv. *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.

v. *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.
vi. *Families Together Yorkshire*: a four-year project to improve the lives of families impacted by imprisonment in South Yorkshire, by improving engagement with families visiting HMPs Moorland and Lindholme, and bridging the gap to services in the community, funded by National Lottery Reaching Communities.

3. Supporting children and young people affected by imprisonment covers our programmes that increase awareness of, address, and mitigate the harmful effect of familial imprisonment on young lives and help break cycles of intergenerational offending. These include:
   i. *Time for Play at HMP Nottingham*: funded by the Chetwode Foundation the Charles Littlewood Hill Trust and the Sisters of St Joseph of Peace.
   ii. *Family Play at HMP Send*: funded by the Woodhaven Trust.
   iii. *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.
   iv. *Operation Elf*: Pact's annual campaign supporting prisoners to give a Christmas gift to their child, funded by the Sheriffs and Recorder's Fund and CGI.
   v. *Children and Young People Quality and Development Manager*: developing services for children and young people impacted by imprisonment, funded by the Community of All Hallows, the Swire Charitable Trust and the Firebird Foundation.
   vi. *Reach Out*: a programme supporting children and young people affected by imprisonment at HMP Swansea and in South Wales, funded by the Moondance Foundation, National Lottery Awards for All Wales and the Masonic Charitable Foundation.
   vii. *Peer Support*: A Peer Support Quality and Development officer across 3 women's prisons, funded by the Treebeard Foundation.

4. Providing group work and learning opportunities covers our programmes offering structured, accredited education across family & relationships, social and emotional health, and more. This includes:
   i. *Building Bridges*: a project improving support and learning opportunities for prisoners that speak English as an additional language, funded by the Bell Foundation.

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. This includes previous support from the MB Reckitt 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*: Supporting systems change through the rollout of the Routes2Change triage model across the prison estate and embedding the volunteer Visitors Scheme for people in prison with no visitors funded by Stichting Benevolentia.
    ii. *Christian Justice Convening*: presenting the united views of Christian Leaders on changes needed within the Justice System in order to support the rehabilitation of prisoners and strengthen family ties, funded by the Bishop Radford Trust.

7. Providing welfare grants covers emergency support for prison leavers and their families to alleviate the devastating effects of poverty. This includes:
    i. *Welfare Fund for Kent*: funded by the Colyer-Fergusson Charitable Trust.
    ii. *Welfare Fund for Women*: funded by the Smallwood Trust.
    iii. *National Welfare Fund*: funded by the Albert Hunt Trust, the Aldo Trust, Leigh Trust, Jesuits in Britain and the Souter Charitable Trust.

8. Supporting resettlement covers programmes that provide holistic support to prison leavers in the critical days and months after they are released to aid their successful resettlement. This includes:
    i. *Journeys to Freedom*: supporting the resettlement of women leaving prison in London and Kent, funded by London Housing Foundation, the Lawson Trust and the Treebeard Trust.
    ii. *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 funded by Ministry of Justice.

Full comparative figures for the year ended 31 March 2025 are as follows:

	At 1 April 2024	Income	Expenditure	**At 31 March 2025**
	£'000	£'000	£'000	£'000
1 Early intervention support for families	21	14	35	-
2 Supporting families affected by imprisonment	177	439	385	231
3 Supporting children and young people affected by imprisonment	159	166	192	133
4 Providing groupwork and learning opportunities	25	30	46	9
5 Supporting volunteering	35	27	56	6
6 Furthering rehabilitation in prisons and communities	232	369	511	90
7 Providing welfare grants	94	112	150	56
8 Supporting resettlement	153	373	491	35
	896	1,530	1,866	**560**

11. **Analysis of net assets between funds**

	Unrestricted Funds	Restricted Funds	Total
	£'000	£'000	**£'000**
Fund balances at 31 March 2026 represented by:			
Fixed asset investments	555	-	555
Current assets	1,861	451	2,312
Current liabilities	(1,194)	-	(1,194)
Net assets	1,222	451	**1,673**

Comparative figures as at 31 March 2025 are as follows:

Fixed asset investments	575	-	575
Current assets	1,783	560	2,343
Current liabilities	(1,422)	-	(1,422)
Net assets	936	560	1,496

12. 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 2026 was 11 (2025: 11).

13. Related party transactions

Aggregate donations received from Trustees were £1,086 (2025 £3,440). One of the Trustees, Thomas Leman, is a partner at Pinsent Masons LLP which provided Pact with meetings rooms at no charge but with a value of £11,200 in the year. This amount is included in income and expenditure. There were no further related party transactions during the current or preceding year.

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

	2026 £'000	2025 £'000
Net income/ (expenditure) for the year	177	(673)
Add back:		
Depreciation charge	-	3
Losses from investments	20	5
Deduct interest income	(19)	(19)
(Increase)/ decrease in debtors	(124)	193
(Decrease)/ increase in creditors	(228)	61
	(174)	(430)

15. **Comparative statement of financial activities (2024/25)**

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