

Trustees Annual Report and Accounts

Year ending 31st March 2023



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Introduction, Trustees and Governance

The trustees present their report and accounts for the year ended 31st March 2023. The accounts comply with the requirements of the Charities Act 2011, Financial Reporting Standard 102 and follow the recommendations in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Reference and Admin Information

Charity Name

Belong: Making Justice Happen

Charity Number

1172293

Registered Office and Principal Address

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

Charity Trustees

Ms Emma Stuart

Mr Fred Ingham (Co-Treasurer)

Mr Matthew Parris (Co-Treasurer)

Dr Geoff Paul

Ms Caroline Havers

Mr Daniel Marsh

Ms Jemima Roe

Ms Anne Gallacher

Mrs Jennifer Holroyd

Mr Richard Kent

Mr Edward Bowie

Ms Jo Egan

Ms Sian Beynon

Mr Frankco Harris

Organisation

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

Trustee Appointments

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

Charitable Purposes

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

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

because of their past or current involvement in the criminal justice system or the involvement of a family member(s) by:

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

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



Chair and CEO's Message

We celebrate both our eleventh anniversary and our evolving sustainable growth as we move into 2023-24 and beyond. Building on established foundations, Belong is continuing to deliver psychotherapy interventions, restorative justice and much needed one to one mentoring support to people serving prison and community sentences, as well as to those impacted by offences. Alongside this, we have provided training and support for criminal justice professionals including prison officers, prison manager and probation staff. We have promoted the wider use of restorative justice, one to one mentoring and psychotherapy within the UK criminal justice sector, particularly in prisons and in response to crimes committed by children and young people.

This year all parts of the criminal justice sector have continued to face change and challenge. Police, courts, probation and prisons experienced delays in due process, curtailment in rehabilitative opportunities, and increased adverse physical and mental health experiences. Belong's work continues to thrive through the exceptional efforts and commitment of all Belong's diverse, talented, tenacious, and inspirational staff, trustees and volunteers.

We extend a special thank you to our funders and partners without whom we could not enable rehabilitation and hope for victims and perpetrators of crime: The Ministry of Justice, The Home Office, Swire Charitable Trust, Charles Hayward Foundation, The Big Lottery, Children in Need, London Mayor's Office for Police and Crime, Tudor Trust, Paul Hamlyn Foundation, The AB Charitable Trust, The Tresanton Trust, Garfield Weston Foundation, Robin Corbett Foundation, UK Youth, The Peter Lilley Memorial Foundation, The Chesterhill Charitable Trust, and Hertfordshire Community Foundation.

“ Belong's work continues to thrive through the exceptional efforts and commitment of all Belong's diverse, talented, tenacious, and inspirational staff, trustees and volunteers ”

Our Vision, Mission & Strategic Aims

Our vision

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

Our mission

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

Strategic Aim One

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

Strategic Aim Two

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

Strategic Aim Three

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

Strategic Aim Four

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

Strategic Aim Five

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

Our Values



Inspiration

Genuinely believing that people can change, heal and rehabilitate

Focusing on individual's strengths and abilities

Role modelling evidence-based practice amongst other professionals



Respect

Accepting people as they are

Being consistent, open and honest with people

Challenging harmful beliefs and behaviour

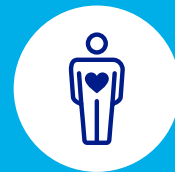


Empowerment

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

Enabling people to talk about their experiences

Encouraging people to voice their needs and set goals



Restoration

Restoring hope and self-worth

Re-building relationships

Promoting a culture of hope within criminal justice systems



Patience

Providing long term support when this is needed

Working through setbacks with people

Understanding that lasting change takes time

Our Landscape

The criminal justice system has continued to face several challenges following the COVID-19 pandemic. In 2022, the courts operated at full capacity for a second year in an attempt to clear the criminal court backlog due to the pandemic. As prisons continued to transition back to normal regimes, there was a significant increase in incidences of Release On Temporary Licence (ROTL), and the number of people supervised by the Probation Service also rose toward pre-pandemic levels.

Prisons

On 30 June 2022, the prison population stood at 80,659 – a 3% increase from the same period the year before and the first time it has surpassed 80,000 since March 2020. Current predictions project 98,500 people in prison by 2026¹. The Ministry of Justice (MOJ) expects fewer people to be released from prison as there is a shift toward longer prison sentences.

The remand and sentenced populations continue an upward trend, and there has been an increase in prison recalls. In 2022, 13,409 represents the highest June remand population since 2008. The sentenced population also increased to the highest level since 2016 by 3% (to 66,480). Between January – March 2022, there were 5,544 licence recalls – 33% involved further offending, 70% involved non-compliance, 28% involved failure to keep in touch, and 24% involved failure to reside².

Prisons continue to face challenges with overcrowding, rising levels of violence and

self-harm, substance misuse and deteriorating physical conditions. These challenges are compounded by cuts to funding and difficulties with the recruitment and retention of prison staff.

The rates of assaults and serious assaults in prisons have increased by 13% and 12%, respectively – with 163 prisoner-on-prisoner assaults and 97 assaults on staff per 1,000 prisoners for the year leading up to March 2022³. The rate of self-harm has also increased by 4% in the same period. Trends show considerable gender differences, with higher rates of assaults and self-harm in female establishments.

The MOJ has set out an ambitious refurbishment and expansion plan to create more prison places to improve prison conditions for effective rehabilitation and to tackle crime. Under the ‘Prison Build Programme’, the opening of the new HMP Five Wells and HMP Fosse will add 20,000 more prison places by the mid-2020s. There are also plans to make prisons safer by: “tackling violence, preventing harm and promoting good order and discipline.”

“There are plans to make prisons safer by tackling violence, preventing harm and promoting good order and discipline.”

1 <https://prisonreformtrust.org.uk/wp-content/uploads/2022/02/Winter-2022-Factfile.pdf>

2 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1094703/OMSQ-Q1-2022.pdf

3 <https://data.justice.gov.uk/prisons>



Probation

Coming out of the Covid-19 pandemic and the Exceptional Delivery Models (EDMs) arrangements, the Probation Service was overhauled on 26 June 2021⁴. This saw the unification of the National Probation Service with 21 Community Rehabilitation Companies and the launch of National Standards⁵. This all-encompassing restructure integrated and modernised delivery models and saw 8,000 staff transitions.⁶

Policing

Policing is in crisis due to strained relations with the public, resulting in reduced trust. High-profile failures, including crimes by officers, have eroded confidence, stemming from systemic issues within the police service and criminal justice system. Concerns encompass an inadequate focus on public priorities, victim dissatisfaction, and a declining perception of police effectiveness. The Metropolitan Police (Met) faces challenges like an £0.7 billion budget reduction (18% budget decrease), closure of 126 stations, and loss of staff. While traditional volume crimes decrease, serious offences like violence and sexual crimes rise (31% of all crimes in 2022-23) amid declining public trust from 89% in 2016 to 66% in 2022, disproportionately affecting Black and mixed ethnic groups.

4 <https://www.gov.uk/government/publications/strengthening-probation-building-confidence-monthly-bulletin/probation-service-change-bulletin-issue-11-march-2022>

5 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1086362/National_Standards_update_june_2022_final.docx

6 <https://www.gov.uk/government/publications/strengthening-probation-building-confidence-monthly-bulletin/probation-service-change-bulletin-issue-11-march-2022>

Where we are



HMP Featherstone

Restorative Justice
Service for adults
(Wolverhampton WV10 7PU)



HMP The Mount

Restorative Justice
service for adults
(Hertfordshire HP3 0NZ)



East of England Probation

Me:Time, a Community
Psychotherapy service for children
and young people from Black, Asian
and Minority Ethnic backgrounds
(Hertfordshire HP3 0NZ)



Transitions to Adulthood Hub

Restorative Justice Services at
the Transitions to Adulthood
Hub, Newham Probation
(London E15 4LD)



HMP Feltham

Plan A (Restorative Justice
service, creative therapy
and mentoring) for young
people and children
(Feltham TW13 4NP)



HMP Isis

Restorative Justice
and mentoring service
for young people
(London SE28 0FG)



HMP Coldingley

Restorative Justice
service for adults
(Woking GU24 9EX)



HMP Brixton

Mentoring service
for adults
(London SW2 5XF)

- **Prison, through-the-gate and Community mentoring service for children, young people and adults**
(delivered in England and Wales.
In 2022-2023, we have delivered
mentoring across the UK, for
example in HMP Lincoln, Nottingham,
Cardiff and Wakefield)

Staff Team

We could not have continued our work during 2022-23 without our skilled, dedicated, and dynamic staff team! There is a detailed introduction to our senior management team and some information about our wider staff team here.

Esther

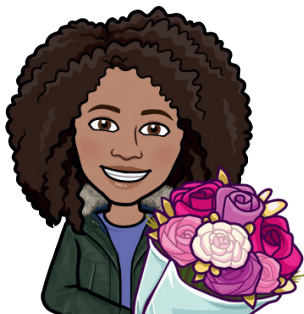
CEO

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

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

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

Outside of Belong, Esther enjoys spending time with friends and family, in nature, cooking, swimming and cycling.



She is passionate about working towards a more humane and just criminal justice system.

She joined Belong in 2016, bringing significant experience of front line, middle management and senior management positions in public sector prisons. She has an excellent working knowledge of the interplay between vulnerability and risk, as well as an established track record of building rapport and trust with individuals from a range of backgrounds.

A strategic, creative thinker, Hannah provides proactive, enthusiastic and supportive leadership. She works with the Chief Executive and Development team to publish policy responses, write influential blogs, develop Belong's relationships with other key organisations and maintain sustainable, multi-year funding for the organisation.

Sam

Head of Programmes

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

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

As Head of Programmes, Sam is a confident communicator who develops Belong's excellent



Hannah

Head of Development

Hannah was first drawn to the criminal justice sector whilst volunteering at a Prison Visitors' Centre at HMP Durham and seeing first-hand the challenges faced by the family and friends of people in prison.





connections within several UK regions including with police and crime commissioners, other voluntary sector groups, safer neighbourhood boards and prisons. He works with the Chief Executive to oversee and develop Belong's mentoring, restorative justice and psychotherapy interventions, ensuring that safeguarding and risk management processes are implemented consistently across the organisation.

Wider staff team

Belong's staff team this year includes four service managers, two service coordinators, three creative psychotherapists and one restorative justice practitioner. The team is responsible for managing and delivering the organisation's restorative justice, mentoring and psychotherapy interventions in prisons and communities. They each have an in-depth grasp of the complex, multiple and intersecting disadvantages facing people with criminal convictions, and those who

have been victims of crime. Belong's team apply trauma informed approaches to ensure that people accessing our support can achieve the best possible future for themselves.

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

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

“ Our staff team are driven by the desire to see individuals thrive, regardless of their past. ”

Key Achievements this Year

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our activities. In particular, the trustees and senior management team have considered how planned activities will contribute to the public benefit and charity's aims and objectives. During 2022- 23 we supported 446 people. We worked from within 12 prisons and several communities, delivering:

RESTORATIVE JUSTICE AND ONE-TO-ONE SUPPORT FOR

338

PRISONERS AND STAFF MEMBERS who were victims or perpetrators in violent or antisocial behaviour incidents at HMPYOI Isis, HMP The Mount, HMPYOI Brinsford, HMP Featherstone and HMP Coldingley

RESTORATIVE JUSTICE INTERVENTIONS TO

11

YOUNG PEOPLE AGED 18-25 who were supervised by Newham Probation in London as part of the Youth to Adulthood Hub Pilot

MENTORING, PSYCHOTHERAPY AND RESTORATIVE JUSTICE INTERVENTIONS TO

61

YOUNG PEOPLE AGED 18-21 in the community or serving sentences at HMPYOI Feltham, as part of the Prison Life And New Achievements (PLAN A) programme

ONE-TO-ONE MENTORING SUPPORT TO

27

PEOPLE SERVING SENTENCES in HMP Brixton, HMP Lowdham Grange, HMP Highdown, HMP Cardiff, HMP Lincoln and in communities

TRAIN THE TRAINER MEDIATION TRAINING FOR

9

PRISON STAFF AND MANAGERS at HMP Winchester

OF THE PEOPLE WE SUPPORTED THIS YEAR

68%

WERE AGED UNDER 30, and

65%

WERE FROM BLACK, ASIAN AND MINORITY ETHNIC BACKGROUNDS

Examples of Our Work

Psychotherapy

We met Omar, a 22 year old Asian British male whilst he was being held in custody, with an uncertain immigration status. Omar was struggling with managing serving a custodial sentence, and not knowing if and when he was going to be deported, and to which country. Omar has always struggled with conflict, and as a result, was getting in multiple conflicts with officers, and wasn't able to focus on engaging with anything positively in the prison.

A Belong Creative Psychotherapist was able to offer a short-term one-to-one intervention to Omar. The sessions were able to support Omar to unpick, process and reflect on his frustrations around the power dynamics of being a prisoner and often feeling powerless- such as not knowing which country he will be deported to, if he will have any friends or family there, what job will he get, will he be safe? Underneath the anger stemmed multiple complex feelings; alienation, loss of self/others, claustrophobia, loneliness, uncertainty, and fear. Omar disclosed in the sessions that he had depression, anxiety, insomnia, and PTSD. We supported Omar to get medical help with insomnia whilst he was in prison.

Omar stated how although it has only been a few sessions, they had helped him to offload his frustrations and anxieties and has prevented potential acts of violence against an officer, committing further offences, risking segregation and causing further harm.

Omar was suddenly taken to a high tribunal immigration court where his deportation was then overruled, given a right of stay. He was then transferred back to the prison and to a different wing, and released into the community within 3 weeks.

Peer Mentoring RJ Services

There was a fight between Sean and Aaron in the workshops – neither would say what this was over to prison staff. Sean has 20+ years left of his sentence, and is out of area, so felt quite vulnerable. Sean wanted to engage in Restorative Justice to resolve the fight. However, when Belong approached Aaron, he didn't want to – he said the fight was their way of dealing with things, and it was now over and done with.

Since then, Aaron has had many of his associates leave HMP Featherstone, and he has started to self-isolate due to getting harassed by other prisoners on the landing. He would like a move to the ISFL (Incentivised Substance Free Living Unit) but Sean already resides on there. Conflict Coach Peer Supporters, recruited, trained and supported by Belong, went to see them both to give them another chance to engage. With the support of Belong, the peer supporters conducted shuttle mediation between Sean and Aaron. This has enabled Sean to move on the same unit as Aaron, whilst ensuring they both feel safe within the establishment, and giving staff the confidence that no further issues will occur. Whilst resolving their practical issues, it also helped to deal with the incident at its root.

Peer supporters can sometimes engage their peers in ways that uniformed or paid staff can't. They can sometimes understand each other and their positions, and sometimes are able to relate to one another in ways in which it's hard for people who haven't been in prison to.

“ Peer supporters can sometimes engage their peers in ways that uniformed or paid staff can't ”

Youth to Adulthood Hub

Geoff was referred to Belong's Restorative Justice service offered at the Youth to Adulthood Hub, by his Probation Practitioner (PP) in May 2022, following committing an offence of sexual harm against a minor. Using restorative principles, Geoff was referred because it was identified that he would benefit from working on his general victim awareness, and from support in strengthening relationships. Geoff has become estranged from his family after being arrested, and was ex communicated from the Jehovahs Witness Community that he had grown up in.

Geoff opened up and engaged in the service, being supported through 12 sessions. The support offered was individualised and holistic, in line with evidence that this approach best supports young people aged 18-25.

Geoff was highly engaged and motivated throughout their sessions and demonstrated a real commitment to the work even at times when he found it to be challenging. Time was taken to build rapport with Geoff which enabled trust to build between them, and over time allowing Geoff to start reflecting on himself and his situation, as well as showing his authentic self and expressing his real thoughts and feelings. Through Geoff's engagement with the Belong practitioner, he developed his emotional resilience and ability to cope with difficulties and challenges. He used the RJ sessions to discuss difficult thoughts and emotions and used the sessions to challenge his own beliefs and choices that he had made. Geoff became more able to talk about difficult issues and to express his feelings during the sessions. The sessions not only helped him build his confidence but his own sense of self and identity.

Geoff fed back the following:

- He liked how every session was different.
- The Belong facilitator helped him to see things from a different perspective and different viewpoints.
- His thinking was challenged, and he was able to apply learnt knowledge.
- Offering flexible session times was really helpful.
- Checking in each session on his well-being was really important and appreciated.
- The facilitator was passionate, listened and did not judge him.
- Geoff felt supported even when the session material felt challenging.

PLAN A

Lawrence was referred to Belong's PLAN A programme at HMPYOI Feltham to engage in Restorative Practice work with a Belong Practitioner. We started working with Lawrence in November 2020, and he had 20 Restorative Practice sessions with Belong until October 2021, working through Covid over a longer period of time supporting Lawrence.

He then started working with a mentor in May 2022 in the lead-up to his release, as well as engaging with therapy interventions.

Lawrence had been in prison a long time, and had a lot of anxieties about his upcoming release. He was nervous about managing his mental health, which declined during the first lockdown, when he experienced depression and anxiety for the first time. Initially, mentoring sessions helped Lawrence manage his mental health, build his self-esteem, self-worth and self-confidence. Once Lawrence was managing his mental health better, mentoring sessions became focused on helping him to access education pathways, in preparation for release. Lawrence and his mentor also worked on Lawrence's social skills, including him being around other young adult's. Lawrence spent the last month of his sentence on 'enhanced' privileges. Lawrence used to get in a lot of fights in custody, but it's clear from his ability to gain his enhanced status in the lead up to his release how much he's been able to turn his life around.

Lawrence's mentor has continued working with him in the community. Since he has been out of prison, his mentor has helped him to access creative writing courses and creative events, which Lawrence is passionate about. His mentor was able to take him to see the West End play "For black boys who have considered suicide when the hue gets too heavy". They have been to other events together, which have helped Lawrence's confidence in re-integrating back into community, after so long in prison. His mentor has also liaised with his social worker to offer support with housing and has helped with phone calls to make appointments so he could gain confidence and independence to do his own.

Lawrence is still out of prison, and living a crime free life, with support from Belong.

Jay and Officer Cole: RJ at HMP The Mount

Belong were made aware of an incident that had happened on the wing. Jay had made threats to assault Officer Cole after they had refused to let him through a door to the opposite side of the wing he lived on. While officers were trying to de-escalate the situation Jay continued to threaten to fight and assault Officer Cole whilst getting into their personal space until other staff intervened. Following this incident, due to the levels of aggression Jay was moved to a different wing.

The day after this incident Jay was being escorted down the walkway alongside the exercise yard of his previous wing that Officer Cole was working on. When Jay saw Officer Cole in the exercise yard he racially abused them and stated he would assault them when he next saw them before being walked back to his wing. After a risk assessment was completed, Belong were asked to visit Jay and Officer Cole to offer restorative justice services.

Belong spoke to both Jay and Officer Cole about the incidents and shuttle mediation was complete by passing messages between parties through Belong. This explored what happened, the thoughts and feelings they had at the time of both incidents, and now. This also covered the impact this has had on them, the other person and the wider community and also what needed to be done to repair the harm caused.

After a number of meetings, Belong was able to support both parties to have their feelings heard. Initially, the Officer felt unsure about sharing his thoughts and feelings. The Officer stated that they felt it was not safe in their role as an Officer to show that level of vulnerability, but over time, was able to work through these feelings, with support from Belong. Themes of race, masculinity and power were explored throughout the sessions. At this time it was considered that a face to face restorative meeting would have been appropriate. However, due to an outbreak of Covid-19 in the prison this was not possible. Officer Cole was happy with the work completed and grateful to know that if they were to come across Jay in the prison that there would be no issues. They agreed it would be fine for Jay to be polite and speak to them and they would be polite back. Belong followed up this process with both Jay and Officer Cole. They reported that they had come across each other and that Jay had said "hello" to Officer Cole and been polite to them. Officer Cole stated that they had not felt concerned by Jay and that everything had been fine.

This case had a positive outcome and it was positive that Belong were able to work through this during restricted regimes and the inability to hold face to face meetings due to Covid. It was positive that Belong were able to work alongside the Custodial Manager to see Jay given there were concerns with his behaviour and the potential threat to staff. Through shuttle mediation we were able to challenge Jay and help develop his conflict resolution skills as well as build on his empathy and understanding of the impact of his words and behaviour. Officer Cole gave feedback that he had felt supported by Belong and the shuttle mediation had put him at ease to work on different wings in the prison where he may come across Jay moving forward.

Mentoring

Aadan was referred to the Belong mentor service at HMP/YOI Isis after engaging with a Belong restorative justice practitioner, following being assaulted not long after arriving at the prison.

Aadan felt he could not engage with education or other courses due to his gang issues which meant limited time out of his cell and interacting with others.

Aadan engaged consistently and often attended sessions with a lot on his mind and used meetings to offload his thoughts and feelings in safe space and receive advice and guidance from this mentor.

He brought thoughtful opinions and subjects discussed included race, youth violence and gang culture. Aadan was often keen to discuss events in the news as well as the experiences of his younger siblings who he often reported trying to guide, based on his own experiences. He responded well to being challenged by his mentor on certain viewpoints.

With help from his mentor, Aadan completed the Alternatives to Violence, Facing up to Conflict distance learning course. Through this course, Aadan reflected on his previous behaviour, what he would do differently and made positive changes for the future.

During his time engaging with the service, Belong observed Aadan increased confidence and maturity as well as improved relationships with staff and family.

Aadan reflected in his feedback form that the mentor service helped him with his views, attitude, and perspective.

Allocation of Resources

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

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

Individuals who fulfil certain criteria can access our services. The criteria we currently use are as follows:

- Age related, e.g. at HMYOI Feltham we have funding to work with those aged under 18 years old.
- Circumstance related, e.g. in HMPYOI Isis, HMP The Mount and HMP Coldingley we can work with anyone who has been involved in a conflict or incident in custody.

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



Principal Sources of Funds

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



The
Peter Lilley
Memorial
Foundation

The
Tresanton
Trust

The
Chesterhill
Charitable
Trust



Policy on Reserves

1. Policy Statement

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

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

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

2. Policy Background

Charity law requires any income received by a charity to be spent within a reasonable period of receipt. Trustees of Belong must be able to justify the holding of income as reserves. The Charity Commission's guidance on reserves states: "There

is no single level or even a range of reserves that is right for all charities. Any target set by trustees for the level of reserves to be held should reflect the particular circumstances of the individual charity. To do this, trustees need to know why the charity should hold reserves and, having identified those needs, the trustees should consider how much should be held to meet them."

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

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

3. Key Financial Risks

3a. Unexpected loss of funding

Belong's income from grant and contract funding has increased significantly in recent years, with

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

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

3b. Financial loss due to fraud or misallocation of funds

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

3c. Reliance on limited sources of income

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

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

3d. Working Capital

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

Our cash flow is managed by matching the timing of incoming and outgoing resources appropriately. Our cash flow projections based on secured income for 2022 – 23 allowed us to be

able to cover unexpected events, such as a delay in income. A significant change in our overall grant and contract financing mix could result in a need to finance short term liquidity from reserves. However, there is no current requirement to make allowance within the reserves range for this.

3e. Long-term commitments

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

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

4. Using Reserves

Belong's trustee board are responsible for ensuring that the charity holds a sufficient level of reserves. Reserves must not be used, under any circumstances, without the prior written agreement of the board of trustees. Any decision to use Belong's reserves may be made only in a meeting of the trustees, where a quorum is present, and where a majority of that quorum of trustees are in agreement. Such decisions must be clearly minuted, along with their rationale.

5. Investing Reserves

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

6. Monitoring and compliance

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

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

Accounts for the year ended 31st March 2023

Statement of Financial Activities (including Income and Expenditure Account) For the year ended 31st March 2023

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Income and endowments from:					
Donations and legacies	3	434,202	256,174	690,376	509,768
Investments	4	759	-	759	-
Total		434,961	256,174	691,135	509,768
Expenditure on:					
Charitable activities	7	380,295	259,260	639,555	516,588
Total		380,295	259,260	639,555	516,588
Net income/(expenditure)		54,666	(3,086)	51,580	(6,820)
Transfers between funds		3,559	(3,559)	-	-
Net movement in funds		58,225	(6,645)	51,580	(6,820)
Reconciliation of Funds					
Total funds brought forward		89,227	23,340	112,567	119,387
Total funds carried forward		147,452	16,695	164,147	112,567

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

The notes on pages 22 to 26 form part of these accounts.

Balance Sheet as at 31st March 2023

	Notes	2023	2022
		£	£
Current assets			
Debtors	8	127,160	83,960
Cash at bank and in hand		158,605	40,606
Total current assets		285,765	124,566
Current Liabilities			
Creditors: Amounts falling due within one year			
Income in Advance		103,895	2,930
Bank loans and overdrafts		-	15
Taxation and social security		13,740	-
Other creditors		3,983	9,054
Net current assets		164,147	112,567
Net assets		164,147	112,567
The funds of the charity			
Restricted income funds	9	16,695	23,340
Unrestricted income funds	10	147,452	89,227
Total charity funds		164,147	112,567

The financial statements were approved by the trustees,
authorised for issue and are signed on their behalf by:

Chair of Trustees **Emma Stuart**

Emma Stuart

Emma Stuart (Jan 30, 2024 12:43 GMT)

Date: **30/01/2024**

The notes on pages 22 to 26 form part of these accounts.

Cash Flow Statement for the year ended 31st March 2023

	2023	2022
£	£	£
Net income/(expenditure) for the year	51,580	(6,820)
Adjustments for:		
(Increase)/decrease in debtors	(43,200)	(35,906)
(Decrease)/increase in creditors	109,619	(47,330)
	66,419	(83,236)
Cash flows from operating activities	117,999	(90,056)
Change in cash and cash equivalents in the year	117,999	(90,056)
Cash and cash equivalents at the beginning of the year	40,606	130,662
Total cash and cash equivalents at the end of the year	158,605	40,606

Notes to the accounts

1. Accounting policies

In preparing the accounts the following accounting policies have been complied with:

- a) The financial statements 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) (effective 1 January 2019) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.
- b) Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.
- c) Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the Trust.
- d) Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.
- e) Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.
- f) All incoming resources are included in the Statement of Financial Activities when the Trust is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:
 - i) Donations and legacies are received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants, where entitlement is conditional on the delivery of a specific performance by the Trust, are recognised when the charity becomes unconditionally entitled to the grant.
 - ii) Investment income is included when receivable.
 - iii) Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- g) Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:
 - i) Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
 - ii) All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource.
- h) All fixed assets costing over £1,000 are initially recorded at cost and depreciated over their useful economic life.
- i) The charity operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the Trust. The annual contributions payable are charged to the Statement of Financial Activities.

2. Taxation

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

3. Income and endowments from: Donations and legacies

	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Other donations and grants	434,202	256,174	690,376	509,768
Total	434,202	256,174	690,376	509,768

4. Income and endowments from: Donations and legacies

	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Interest	759	-	759	-
Total	759	-	759	-

5. Employee information

No employee received emoluments in excess of £60,000 during the year (2021: nil). Employee costs during the period were as follows:

	2023 £	2022 £
Wages and salaries	476,361	397,836
Social security costs	45,586	34,742
Other pension costs	11,566	9,433
	533,513	442,011

The average number of people employed during the period was as follows:

	2023	2022
Charity staff	15.0	13.0

6. Trustee information

No trustee received remuneration (2022: none) or was reimbursed expenses (2022: nil) during the year.

7. Expenditure on: Charitable activities

	Unrestricted funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Staff and Volunteer Costs				
Salaries	270,647	205,714	476,361	397,836
Social security	26,404	19,182	45,586	34,742
Pension costs	6,672	4,894	11,566	9,433
Freelance staff	1,390	-	1,390	4,170
Staff training	7,028	4,868	11,896	7,831
Volunteer training	843	207	1,050	494
Volunteer expenses	3,364	713	4,077	819
Staff subsistence	4	3	7	344
Work accommodation	753	-	753	827
Travel - National	29,579	5,709	35,288	8,223
Recruitment costs	7,430	1,595	9,025	4,198
Clinical supervision	2,870	6,445	9,315	9,265
Staff mentoring expenses	460	277	737	2,265
Covid 19 Service user equipment	23	-	23	3,380
Covid 19 Staff and volunteer equipment	77	-	77	1,649
Administration and Other Costs				
Advertising & marketing	1,032	4,187	5,219	1,272
Accountancy fees	6,126	376	6,502	6,971
Bank charges	612	-	612	5
Terapy, Mentoring/RJ resources	539	190	729	-
General expenses	653	54	707	4,240
Insurance	860	1,299	2,159	1,888
Interest	-	-	-	43
Meeting room hire	3,654	733	4,387	1,463
Monitoring and reporting	-	-	-	2,028
Printing & stationery	1,289	183	1,472	2,230
Postage	-	9	9	-
Quality assurance	792	378	1,170	5,277
IT Software and consumables	6,799	931	7,730	4,271
Repairs & maintenance	-	945	945	-
Subscriptions	324	150	474	565
Telephone & internet	71	218	289	859
Total	380,295	259,260	639,555	516,588

8. Debtors

	2023 £	2022 £
Prepayments and other debtors	1	1
Income in arrears	127,159	83,959
	127,160	83,960

9. Restricted income funds

	Balance at 1 April 2022 £	Income £	Expend- -iture £	Transfers £	Balance at 31 March 2023 £
AB Charitable Trust	6,833	8,500	(14,166)	-	1,167
Awards for All	-	5,508	(4,187)	-	1,321
CAF Resilience	(402)	-	-	-	(402)
Charles Hayward Foundation	-	22,600	(21,153)	-	1,447
Children in Need	8,891	56,861	(61,950)	-	3,802
Children in Need Covid 19 booster	5	-	-	-	5
East England Probation	-	9,937	(4,288)	-	5,649
Herts Community Foundation Therapy Grant	-	4,140	(4,023)	-	117
HMP Wormwood Scrubs	3,559	-	-	(3,559)	-
HMPPS Covid Response Grant	(177)	-	-	-	(177)
London Community Foundation	11	-	-	-	11
MOPAC's Young Londoners' Programme	5,388	32,930	(39,736)	-	(1,418)
Paul Hamlyn Foundation	-	30,000	(35,993)	-	(5,993)
Surrey Community Foundation Emergency Covid 19	16	-	-	-	16
Swire Charitable Trust	875	14,700	(4,516)	-	11,059
TTA Newham MOPAC	(1,659)	44,998	(41,670)	-	1,669
Tudor Trust	-	26,000	(27,578)	-	(1,578)
	23,340	256,174	(259,260)	(3,559)	16,695

10. Unrestricted income funds

	Balance at 1 April 2022 £	Income £	Expend- -iture £	Transfers £	Balance at 31 March 2023 £
Designated Fund					
HMPYOI Isis	7,786	66,000	(68,888)	-	4,898
HMP Coldingley	11,440	56,114	(55,074)	-	12,480
HMP The Mount	8,273	59,605	(54,681)	-	13,197
HMP Wormwood Scrubs	-	-	-	3,559	3,559
General funds	61,728	253,242	(201,652)	-	113,318
	89,227	434,961	(380,295)	3,559	147,452

Included in the income to the General funds is £43,390 which was from the Tresanton Trust.

11. Analysis of net assets between funds

	2023 £	2022 £
Restricted funds		
Current assets	16,695	23,340
Unrestricted funds		
Current assets	147,452	89,227
	164,147	112,567

12. Related Parties

There were no transactions with related parties in the current or prior year which require disclosure.

13. Controlling Parties

The charity is controlled by the trustees.

14. Other Information

The charity is a Charitable Incorporated Organisation unincorporated trust with its registered office at Capital Office, Kemp House, 152-160 City Road, London, EC1V 2NX.

Independent Examiner's Report

I report to the charity trustees on my examination of the accounts of Belong; Making Justice Happen for the year ended 31 March 2023.

Responsibilities and basis of report

As the trustees of the charity, you are responsible for the preparation of the accounts in accordance with the requirements of the Charity Act 2011 (the 2011 Act).

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

Independent examiner's statement – matter of concern identified.

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

Your attention is drawn to the fact that the charity has prepared accounts in accordance with the Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

I understand that this has been done in order for accounts to provide a true and fair view in accordance with Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

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

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

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

Philip A Handley FCA

Institute of Chartered Accountants
in England and Wales

HSKSG
Chartered Accountants
18 St Christopher's Way
Pride Park
Derby
DE24 8JY



Date: 30/01/2024









Belong Annual Report and Accounts 2022-23

Final Audit Report

2024-01-30

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By:	Esther Wanjie (esther.w@belonglondon.co.uk)
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