

Company Registration Number: 06820227



**A COMPANY LIMITED BY GUARANTEE
(CHARITY NO. 1136047)**

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

USER VOICE

**A COMPANY LIMITED BY GUARANTEE
(CHARITY NO. 1136047)**

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

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USER VOICE

REPORT OF THE BOARD FOR THE YEAR ENDED 31 MARCH 2025

Chair and CEO's Review

Welcome to our 2024/5 Annual Report. At User Voice, our vision is a society where the justice system is truly receptive to the views of those impacted by it, is genuinely rehabilitative and focused on tackling the root causes of crime. Justice should heal as much as it punishes, creating safer communities for all.

We remain committed to our role in achieving that vision which centres on our firm belief that meaningful change in the justice system can only be achieved if those with lived experience play a central role in that process. Insights generation from those who utilize services is key to continuous improvement, and the justice system should be no exception.

We achieve this by bringing together people impacted by the system with those who deliver its services to create much needed transformative change. We work with people with convictions to support and develop their confidence, skills and mindsets. They then deliver our programmes to many more people who are impacted by the criminal justice system.

80% of our staff have convictions meaning we've been there – in court, in prison, or on probation – we own our own pasts, so we understand the challenges first hand and use our own lived expertise to inform everything we do. This deep lived experience coupled with the resilience, insights and commitment of our staff and volunteers are together the driving force behind our impact. We also could not do what we do without the support of our inspirational Trustees, all our funders, and partners across prisons, probation, charitable Trusts, and our academic partners. Without their commitment to our mission, none of our work and achievements would be possible, so thank you so much.

This year, we are thrilled to report that we have engaged with over 10,000 people to gather their vital insights in order to improve both policy and practice, an extraordinary achievement for a charity of our size. Our peer-led approach, built on authentic collaboration, has allowed us to influence reform, improve conditions and amplify voices too often ignored. From Prison Councils creating space for dialogue and action, to innovative adaptations in probation and community settings, our work continues to evolve to meet the growing challenges of a justice system that requires fundamental reform.

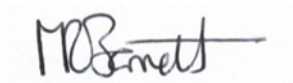
We do our work at a time of great pressures on public services, and against the backdrop of a cost-of-living crisis that continues to fundamentally impact the communities we serve. Therefore, the urgency of our mission has never been greater and neither has our determination.

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A major achievement was the recent launch of our new strategic plan for the next three years. We are committing to changing more lives by ensuring that those closest to the problem remain at the heart of creating its solutions. That plan details the work we will do that will both contribute to positively changing institutions and systems but also fundamentally changing the trajectories of the people we work with, creating hope, greater self-esteem and a range of transferable skills. All this work will continue to take place in meaningful collaboration with our numerous partners, because when it comes to improving the justice system we know from our track record of embedding lived experience in creating positive change that every stakeholder must benefit for transformative change to take place.

We also want to extend a huge thank you to all our dedicated staff, trustees and volunteers who all work so tirelessly, with great passion and commitment to our cause. We are so grateful to every one of you,



Michael Barnett
Chair of Trustees



Lucie Russell
Chief Executive Officer

Date: 8 October 2025

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Our Objectives

The object of User Voice is to advance education for the public benefit in criminal justice and the rehabilitation of offenders by speaking to those with lived experience and disseminating our learnings to stakeholders and the public.

Our History

User Voice pioneered the meaningful engagement of people with lived experience as a vital component of improving our failing justice system. This model has developed into a key driver of policy and practice improvements across the system. We continue this work as torchbearers, both in the present and into the future.

We began our work in 2009, launching our Prison Council model. These are democratic, consultative forums where prisoner representatives work with prison staff to improve services and address issues within the prison, fostering a sense of community and creating positive change.

In our prisons and probation work we have broken down the ‘them and us’, enabling staff and people with convictions to work cooperatively to improve prison and probation environments. Our work creates tangible outcomes.

In the last 15 years, we have engaged over 156,000 people in the justice system through our research and consultations, run 37 prison councils and 25 community councils, utilising the insights created to deliver meaningful change. We have also employed over 300 people with convictions, some of whom have gone on to senior roles in the justice sector and beyond.

80% of our staff have convictions, meaning we’ve been there – in court, in prison, or on probation. We know our own pasts, so we understand the challenges of moving forward first hand. We know what it’s like to be locked up in prison. To have drug, alcohol and mental health issues, to live on the streets needing to try and piece our lives back together.

We use our own lived expertise to inform everything we do alongside other people with convictions, making it truly collaborative. Social impact is embedded in everything we do.

Our Vision

At User Voice, our vision is a society where the justice system is truly receptive to the views of those impacted by it, is genuinely rehabilitative and focused on tackling the root causes of crime.

Justice should heal as much as it punishes, creating safer communities for all.

Our Purpose

At User Voice, our purpose is to change minds, transform lives and build a better justice system. We do this by working with people with convictions to support and develop their confidence, skills and mindsets. They then deliver our programmes to many more people who are impacted by the criminal justice system.

These programmes include:

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- providing a range of opportunities, through user engagement, research and insights for people to play a key role in improving the justice system, their own lives and the lives of those around them;
- supporting and developing leaders with lived experience of the justice system who meaningfully contribute to the reshaping of prisons and probation services, transforming their own futures and their communities; and
- transforming the criminal justice system through influencing policy and practice to create a safer society.

Our Values

Collaborative

- *We utilise a peer-led approach based on authentic insights-we listen, understand, and we learn, so we can drive change*
- *We are focused on solutions that work for all, recognising and valuing everybody's role in the process*
- *We embrace partnership working recognising that system change requires commitment from multiple stakeholders, so we purposefully share our resources, knowledge and expertise*

Inclusive

- *We work to affirm the worth of everyone, as we know what it is like to lose dignity within the system*
- *We highlight and challenge structural inequalities and disparities*
- *We strive to hear, acknowledge and deeply understand the perspectives and lived experience of diverse communities, ensuring we give voice and agency to marginalized people to shape solutions*

Resilient

- *We know we won't succeed every time, we learn from our failures, support each other, bounce back and keep on going*
- *We shape our approach to meet the challenges of each environment and the changing needs of the people we support*
- *We have faith that we can overcome challenges, and that the justice system can change for the better*

Compassionate

- *We have genuine empathy based on our deep awareness of the significant impacts of crime on individuals and society*
- *We meet people without judgement and with care, believing intrinsically that people can change*
- *We recognise the complexity of everybody's lives, and are committed to learning from the lived experience of others to actively drive improvements in the justice system*

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Our Impact

“The place where I once felt silenced, has become the source of MY voice. My past is my power. I spent four years inside the prison system and, growing up, my friends were in and out of prisons too.

I didn’t think there was much or anything after I left. What I didn’t know was User Voice would allow me to channel my experience into such an incredible opportunity to make positive changes.

At User Voice, we provide spaces where individual experiences are valued and not hidden, the ability to connect, to relate and most importantly to create change. In my two years with the charity, I have taken part in projects from probation inspections to focus groups, including on mental health support, substance misuse and services and pregnancy & parental care.

Currently, I am in charge of a Prison Council in a women's prison where I support female Council members to engage with other women across all the wings to come up with ideas to make the prison better. Our Prison Councils are attended by senior prison staff who work alongside our Council members to utilise those ideas, co-creating solutions to improve the prison and make it safer. When I walk into a room full of people who feel unheard, and I’ll say, “I’ve been where you are,” it breaks down walls.

I’ve been on both sides and that connection is real, and that’s why what we do works”

User Voice Lived Experience Consultant

During the past year we have worked in over **40** prisons across England, with over **100** lived experience volunteers, reaching approximately **1,000** people in the system every month. By amplifying their voices and working alongside a range of partners, we collaborate to create effective solutions that drive change in the justice system – aiming to leave a lasting legacy with significant impact.

Our 2024-25 in numbers

- We worked in over third of prisons in England with a total of 11,309 people engaged in our consultations and prison councils.
- We conducted 3 HMIP Thematic Reviews.
- We collaborated with 2 universities as partners in academic research.
- We completed 56 research projects consulting with 7,409 people in the justice system.
- We trained over 100 Volunteers who have supported our insights work.
- We had 58 prison council proposals for improvements accepted and implemented by the prisons we work in.
- 88% of Council Members across 6 prisons said they had developed much needed skills since joining their Council.

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Lived experience at the heart of research & consultations to improve the Justice system

In 2024 alone, we amplified the voices of 7,400 people with lived experience as part of sector leading research and consultations.

As part of this work, we have been proud to partner with His Majesty's Inspectorate of Probation (HMIP) who conduct thematic reviews to evaluate specific aspects of probation services. These reviews are fed into probation through recommendations, action plans, training and development initiatives and policy changes. Our input therefore plays an important role in ensuring that probation services are continuously improving and adapting to meet the needs of the community. Key research projects in this area have included thematics on women on probation, young people on probation and people impacted by IPPS sentences (Imprisonment for Public Protection). We will continue to follow up on the implementation of the recommendations of each thematic we undertook this year.

Other significant research projects included a review of blended supervision models covering both online and in person probation support, working alongside The College of Policing on a large-scale, Cabinet Office-funded study alongside a number of universities and police forces to evaluate the effectiveness of drug diversion schemes and involving people with lived experience in commissioning Restorative Justice services in West Yorkshire.

We also worked with the Metropolitan Police Service, NHS England, and other partners to review a new needs assessment tool that will be used by police staff when considering conditional cautions under the upcoming Two-Tier Framework. Our role was to ensure the language used in the assessment is clear, accessible and user-friendly. We advised on how assessors can identify and respond to additional needs (such as, speech, language or communication challenges) to support a meaningful and inclusive conversation with all those people involved in the needs assessments.

Working with NHS England to improve health in Justice services

NHS England commissioned User Voice to ensure that patients and the public are consulted, and able to co-develop services, including being represented in commissioning activity across Health Justice services in London.

User Voice has been and continues to recruit and train volunteers as Patient and Public Voice Representatives to carry out a wide range of activities including financial management, recruitment and training, clinical quality input, facilitating focus groups, safeguarding and risk assessments, patient engagement activities, monitoring and evaluation and partnership and multi-disciplinary working.

Areas of focus in this current year have included:

- Working alongside the Health and Justice Learning Hub on Deaths in custody and what we can understand from prior reports, from staff and from people with lived experience on how to reduce increasing numbers.
- A partnership working alongside the Health & Justice Inequalities strategy to address risk factors and optimise health management for people in prison relating to their heart and circulatory health.

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- Working on continuity of care focused on treatment continuity and engagement rates alongside The Office for Health Improvement and Disparities (OHID) London.
- Partnering with the NHS London Health & Justice Team, using our comprehensive insights to develop a new model of the Liaison & Diversion (L&D) scheme in London.

East Midlands NHS Lived Experience Panel working with NHS England to improve health in justice services

We have to date recruited, trained and empowered 20 panel members to work with Health Justice services across the East Midlands, supporting them in individual work streams set by the NHS and aiding their personal progression.

In the last 12 months, the panel has conducted Clinical Quality Care Visits in 9 prisons. User Voice supported the panel in surveying 10% of each prison's population and conducted two to four focus groups per prison. Our reports then fed into the NHS Care Quality Commission Reviews for each healthcare provider.

Spotlight on some of our activities

- **Care Quality Commission Visits & Walkthroughs:** Conducted inspections at nine prisons: HMP Leicester, HMP Morton Hall, HMP Fosse Way, HMP Foston Hall, HMP Lincoln, HMP Lowdham Grange, HMP Stocken, HMP Featherstone and HMP Rye-Hill. Each report outlined solutions from the prisoners to improve service provision from their perspectives.
- **Reconnect Women's Pathways and continuity of care:** The National Women's Prisons Health & Social Care Review committed to improving health and social care outcomes for women in prison and on their release. To support this review the panel conducted 121 interviews with HMPPS, Reconnect and Healthcare staff, and gathered insight from 217 prisoners and presented their findings in a report.
- **NHS Showcase Event – Derby:** User Voice staff and panel members supported the event, showcasing the impact and outcomes for the three NHS lived Experience panels.

Working with NHS England to improve health in Justice services in the West Midlands

NHS England (West Midlands) commissioned User Voice to ensure that service users in secure settings can effectively contribute to the improvement of health and wellbeing services, supporting their independent voice through engagement and feedback, informing healthcare decisions, striving for equitable outcomes, and holding providers accountable.

Spotlight on some of our activities

Smoking Cessation

A joint piece of work between NHSE West Midlands and HMPPS across 2 prisons, to gain greater knowledge of the services provided within prisons around smoking cessation and to gain views from residents on how they are received. User Voice spoke to 37 prisoners across 5 focus groups and reported the findings to the NHS.

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Care Quality Commission visits

Conducted inspections at 5 prisons: HMP Dovegate, HMP Featherstone, HMP Werrington, HMP HMP Hewell, and HMP Long Lartin. Each report outlined solutions from the prisoners to improve service provision from their perspectives.

Procurement for a Healthcare Provider

NHSE wanted to obtain feedback from prisoners about the quality of the current healthcare provider to inform their decision as whether to go out to procurement again or recommission under the new procurement rules. User Voice surveyed 10% of the population and facilitated focus groups, reporting findings directly to NHSE.

Reconnect Women's Pathways and continuity of care

This focused on improving health and social care outcomes for women in prison and upon their release. User Voice conducted a blend of surveys, 121 interviews and focus groups with prisoners.

User Voice Prison Councils

Prison Councils are about positive change. Change for the people who are a part of them and change for those who work in prisons. Our tried-and-tested council model provides the opportunity for all stakeholders to have their say and contribute ideas and solutions that benefit everyone. Currently, we run Prison Councils in 6 Sodexo prisons.

Council members trust us, knowing that we will support the development of their skills and advocate for them. Equally prison staff understand from the experience of working with us that we have solid knowledge of the challenges prison staff face and the immense strains on the whole prison estate. Our independence provides a mechanism to hold the often tricky and complex negotiations between Prison Council members and staff that lead to meaningful change in prisons. We don't take sides.

Over this year, 42 Council proposals for improvements in a range of areas across prisons, including better rehabilitation pathways, physical and mental health support and violence reduction have been accepted and implemented by the prisons we work in.

Our impact on the prisons we work in

Reducing prison violence

A key area of focus has been violence and the fear of violence, particularly linked to bullying and extortion related to debt. In three prisons, violence and debt consultations have taken place, leading to the actioning of Violence Reduction Plans put forward by the Councils. In one prison, for example, in the two weeks following the plan being put in place, the prison reported that wings with problems of violence had come off the 'watchlist' with a collective incentive approach. Prisons are now using the Council's violence peer-led groups and peer-led solutions to implement plans to reduce overall violence.

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Physical and mental health care

Discussions between the female Council and the Healthcare Team in one prison led to the trial of a pharmacy shop to reduce pressure on healthcare services and improve medication access. Prisoners are able to purchase over the counter pain killers, menstrual products, eye drops and antihistamines, enabling them to have more autonomy over their own healthcare. In addition, one prison has introduced peer healthcare workers, who focus on physical health, and resolving difficulties by informing healthcare of prisoners' medical problems.

Helplines

One prison introduced helpline numbers and approved support phone numbers for all prisoners. These in-cell phone numbers were offered with no call charges.

Rehabilitation

One prison developed a timetable of meaningful weekend activities to help prisoners improve their life skills and their physical and mental wellbeing. Activities include a weekly park run, competitive sports both on the wings and outside, and culminating in an all-prison sports day. Another prison introduced additional courses, including construction, bricklaying, solar panel installation, bike building, new peer-led business course, and a course for healthy coping mechanisms for trauma and how to recognise trauma,

Councils collaborating with stakeholders to add value

In one prison, Council members supported the delivery of training to healthcare provider staff, bringing their own lived experience to the table. Council members also supported The Purpose Coalition, a group of organisations that are committed to breaking down barriers to opportunity and boost social mobility, through a series of focus groups. Another Prison Council nominated a charity (That Bread-and-Butter Thing) and raised £1,475.86 to support their cause.

The impact of council membership (figures are from across all prison councils)

- 87% of Council members are more motivated in their day-to-day life since joining the council
- 73% of council members feel more capable building trusting relationships since joining the council
- 88% of council members feel more able to work with others in collaboration since joining the council.

Policy influencing

The prison and probation landscape in England and Wales is at a critical point, impacting victims who are being denied the effective justice they desperately deserve. Prison overcrowding remains a major issue, with emergency early release measures introduced to ease pressure on the system. At the same time, the Government is exploring more rehabilitative approaches, recognising that long-term change comes through support, and second chances. Yet, staffing shortages and concerns about risk management in probation are undermining these efforts on the ground.

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For organisations like User Voice, this moment is both a challenge and an opportunity. Our work over the year at a policy level has included joining a range of influencing bodies including the Better Justice Partnership and the Women’s Justice Coalition and taking part in many Government and voluntary sector consultations, including submitting evidence to the Government’s Sentencing Review and the Justice Select Committee Inquiry on Rehabilitation and Resettlement.

Our focus on improving delivery in the Justice system continues to be both wide ranging and impactful, ensuring strong partnership working with all stakeholders to facilitate meaningful change.

Future Plans – our new three-year strategy

Our strategic priorities 2025-28:

- 1) *Inspiring people with convictions by providing a range of opportunities to play a key role in improving the justice system, their own lives and the lives of those around them***
 - Recognising the potential of everyone we work with and enabling them to be heard and valued contributors to creating lasting change
 - Leading our independent Prison Councils to co-create solutions along with prison staff to improve welfare, safety and quality of life
 - Creating and leading consultations and research to support local and national leaders to value and utilise lived experience to shape lasting change

- 2) *Supporting and developing leaders with lived experience of the justice system who meaningfully contribute to the reshaping of prisons, transforming their own futures and their communities***
 - Creating further opportunities for leadership development within our Prison Councils
 - Supporting capability and ambitions through the development of a range of innovative skills and personal growth training courses
 - Practical support including volunteering and paid opportunities at User Voice, and in the wider community

- 3) *Transforming the criminal justice system through influencing policy and practice to create a safer society***
 - Utilising lived experience insights to advocate for more holistic system wide responses to tackling the causes of criminality, while raising awareness of who should be in prison, to enable prisons and probation to work more effectively
 - Providing practical solutions to improve the justice system directly from our wide network of people with convictions, and our deep connections with professionals in the sector
 - Advocating for the rights and needs of those with convictions and others directly impacted
 - Collaborating with others with a shared belief in the power of both prevention and rehabilitation to create a more effective justice system

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Our ambition

By 2028, we will be at the forefront of pioneering the next chapter of lived experience engagement within the criminal justice system. Our organisation will be the go-to source for genuine independent representation for those impacted by the system. Our leadership, staff and volunteers will embody authentic engagement, demonstrating profound understanding of and unwavering care for individuals, families and broader affected communities. We will have also developed the next generation of leaders with lived experience of the justice system who are both transforming that system and their own lives and their communities

We will be recognised as the leading provider of powerful and insightful ways to co-create solutions that elevate the welfare, safety and quality of life for everyone touched by the criminal justice system. Together we will set the course for individuals to thrive, proving that the voice of lived experience is not only heard but impossible to ignore.

What will success look like in three years' time?

1. 12,000 people a year in the Justice system are engaged and involved in how to improve it, through our research, consultations and Prison Councils.
2. 300 people with convictions a year reshape prisons through our Prison Councils and other leadership programmes, transforming their lives and their communities on release.
3. 70% of our recommendations for improvements in the justice system will be actioned by practitioners in criminal justice services including Prisons, Probation services, the Police and policy makers.

Structure, governance, and management

User Voice became registered as a charity with the Charity Commission for England and Wales on 21 May 2010. It is a charitable company limited by guarantee, with no share capital and is governed by its Memorandum and Articles of Association dated 16 February 2009, as amended by special resolution on 7 May 2010. The liability of each member in the event of winding up is limited to a maximum of £10.

In accordance with the governing document, there shall not be fewer than two directors at any one time. The directors, who are also the charity trustees, are normally elected by the members of the company in a general meeting. The Board may appoint any member of the company as a director either as an additional director or to fill a casual vacancy. Any member so appointed must retire at the next annual general meeting but is eligible for re-election.

The Board of Trustees is ultimately responsible for the governance of the charity to ensure that it acts in the best interests of people who have been in prison or been on probation. The Trustees delegate the day-to-day management of the charity to the senior leadership team. The Board is supported in its work by two Committees. The Finance Committee covers the adequacy of financial policies and controls, reviewing financial performance and matters relating to the year end. The People Committee covers human resources, recruitment, professional development and remuneration. A task and finish group was set up last year by the Board to feed into User Voice's Strategy and has now completed its work, with a new 3-year strategy having been formally launched in April 2025.

Each new trustee receives a thorough induction, including meetings with the Chair, Chief Executive and Management Team, where they are provided with the background to the charity and its work and receive guidance on their role as a director and trustee of the charity.

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Trustees are regularly updated on the most important matters relating to the organisation's activities through Board meetings, as well as the latest charity sector developments and best practice guidance. Trustees are also encouraged to keep up-to-date with sector developments relevant to their role throughout their term of office.

Risk management

The major risks to which the charity is exposed, as identified by the trustees, are reviewed as part of a regular process involving the senior leadership team and discussed at board meetings. Systems and processes are established to manage those risks and take necessary steps to mitigate them.

Our review process involves identifying potential risks and assessing them based on two key factors: impact and likelihood. We also utilise a 'heat map' methodology which applies extra emphasis to the potential impact of a risk. Risk scoring often involves a degree of judgement, but where data is available, more evidence-based judgements are used.

Our methodology focuses on high-impact risks. However, it also recognises that many business failures result from the cumulative effect of a series of small, linked events, rather than a single large event. Therefore, we consider how lower impact risks could interact to create a greater overall impact.

The principal ongoing risks have been identified as:

Financial Stability: Maintaining a stable financial position is crucial for the charity to continue its operations and fulfil its mission. Mitigations in place have included employing a Head of Business Development and a CEO with a strong fundraising track record to ensure the provision of diverse funding sources. This has been aligned with effective budget management to safeguard against potential financial shortfalls

Unstable leadership: This is key for the organisation to both stabilize and focus on evolving its vital work. The key mitigation has been the investment in the search for a new experienced CEO who since joining has led the development of a new Strategic Plan for the next three years as well as a review of our impact, co-created with our highly skilled Senior Leadership Team, staff and Trustees.

Service Provision: Insufficient staff or poor management could result in contracts not being delivered on time or to the required quality standards. This could lead to poorer outcomes for users, non-renewal of contracts, and reputational damage. The threat level of this risk has been assessed as lower compared to a year ago, due to management changes and the introduction of new systems and approaches including a new Training and Development Strategy. Activities to manage this risk have included strong line management with regular meetings to monitor the progress of all projects, ongoing engagement with commissioners, quarterly forecasting and Board oversight of key projects.

Social media and website

User Voice utilises Twitter, Facebook, LinkedIn and Instagram regularly to share our latest news, latest research, vacancies, sector publications and to highlight the big issues for people in prison and on probation.

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On Twitter, User Voice has 8,989 followers. For Facebook, we have more than 1,700 followers, while on LinkedIn User Voice has increased its numbers of followers from 1,380 to approximately 2,000.

On Instagram, we have also increased our follower numbers from 439 to around 500.

Volunteering and internships

User Voice encourages people to volunteer to develop skills and gain experience as part of our commitment to offer individuals opportunity, encouragement and support. We have helped many people move from volunteering into staff positions with us.

These volunteers fall broadly into two categories.

- Office-based administrative volunteers: these individuals assist Lived Experience Consultants with internal office coordination activities, such as data input, filing and diary management.
- Delivery-based engagement volunteers: these individuals shadow and assist the engagement team with delivery in prisons and communities.

User Voice has continued its relationship with London Metropolitan University, Queen Mary University of London and the University of Westminster who have sent us students to gain experience of working in charity.

Fundraising

User Voice continues to uphold open, honest, and respectful fundraising practices in line with the Code of Fundraising Practice and our organisational values. While statutory funding remains important to our work, we are gradually diversifying our income by developing new relationships with trusts, foundations and commercial partners. This shift allows us greater flexibility to design creative, innovative projects and take a leading role in shaping how lived experience informs policy and practice in the criminal justice system. Broadening our funding base strengthens our resilience and supports our long-term sustainability, enabling us to respond dynamically to emerging needs and opportunities.

Whilst we have accepted a small number of donations from supporters during the year, we do not actively seek to raise money through individual donations from the public, nor have we used third parties to do so, and therefore have not received any complaints about our fundraising.

Remuneration of the key management personnel

The arrangements for setting the pay of key management personnel are proposed by the CEO and discussed and decided at a Board level. Key personnel during the financial year were Simon Boddis, Brendan Doyle, Lucie Russell, Tharani Yathavan, Sean Campbell, Simon Scott, Gillian Lyons and Jenny Lambert.

Levels of remuneration are set in line with the market rates for the charity sector and based on people's skills and their contribution to the organization.

CEO remuneration is proposed by the Finance Committee and approved by the Trustees, following discussions at a Board meeting.

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Public benefit

The directors have complied with section 17(5) of the 2011 Charities Act, having due regard for the Charity Commission's guidance on public benefit, including the guidance 'Public Benefit: running a charity (PB2)', when reviewing the trust's aims and objectives.

Financial review

User Voice recorded total income of **£784,033** (2024: £821,586) in the year, with 85% of income coming from charitable activities (project and consultation activities). The decrease is primarily due to a reduction in the amount of income derived from consultation activities.

In the same year, total expenditure was **£943,634** (2024: £881,733) an increase of £61,901 year on year. This increase reflects the decision of the trustees to utilise a sum of up to £115,000 as designated funds towards specific projects designed to invest in our future plans – this included the cost of recruiting a new permanent CEO, establishing the new posts of Grants Officer and Training Manager, and some resources to support the development of our website and social media platforms.

The overall result for the year was a deficit of **£159,601** (2024: a deficit of £60,147), reflecting a deficit on unrestricted funds of **£140,041** (2024: a deficit of £46,247) and a deficit on restricted funds of **£19,560** (2024: a deficit of £13,900). Therefore, there was an overall decrease on our accumulated unrestricted reserves, which stands at **£503,583** on 31st March 2025 (2024: £643,624) whilst restricted funds decreased to **£40,622** (2024: £60,182).

Investment policy

There are no restrictions on the charity's power to invest, and the current policy is to invest short term funds with the trust's bankers.

Reserves policy

As at 31 March 2025, User Voice held total reserves of **£544,205**. This is made up of **£503,582** of unrestricted reserves and restricted reserves of **£40,623**. The trustees have since reviewed the reserves policy and have determined that User Voice needs to maintain unrestricted reserves of **£310,360** to ensure financial stability and operational continuity. This is made up of £225,000 - the minimum cash required to effect a managed closure process (taking into account all creditors, contractual liabilities and redundancy payments where appropriate) plus an additional working capital service of some £85,360 which the trustees believe to be sufficient to provide a buffer against any unexpected expenses or income shortfalls, ensuring that operations can continue without compromising the organization's mission.

As previously stated, in 2024-25, the trustees set aside designated reserves up to the value of £115k to support specific activities that were considered of strategic importance. All of these activities, with the exception of work on the website, were achieved well within the financial envelope envisaged, and the trustees have decided to release the balance on the designated funds into the general funds for the start of the new financial year.

As we prepared the 2025-26 budget for approval by the board it became clear that (like many other charities) we face a challenging year in terms of income generation – with growing demand for charitable funding from trusts and foundations, combined with the increased levels of uncertainty in terms of statutory funding priorities that always follows a change in government. Following a detailed and realistic review of our fundraising and income generation pipeline,

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alongside a careful consideration of all areas of expenditure, the trustees approved a deficit budget which relies on the use of some of our unrestricted funds to make sure we can achieve our objectives for the year and move forward with our new 3-year plan with the right level of resources in place.

The Reserves Policy was reviewed at a meeting of the board which took place on 30 May 2025, and the above policy was formally adopted at that meeting. This policy will be kept under review during the year and formally reviewed on an annual basis.

Responsibilities of the Board

Company law requires the Board to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the Board are required to:

- select suitable accounting policies and apply them consistently.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable accounting standards, including (FRS102) have been followed, subject to any material departures disclosed and explained in the financial statements.
- follow the SORP, Accounting by Charities and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Board are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006, Accounting Standards and Statements of Recommended Practice and the regulations under the Charities Act 2011. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of disclosure to the auditor

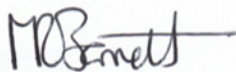
So far as the Board of Trustees are aware:

- a) there is no relevant audit information of which the charity's auditors are unaware; and
- b) they have taken all steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the Charity's auditors are aware of that information.

Auditors

Moore Kingston Smith LLP were appointed as auditors during the year and are deemed to be re-appointed under Section 487(2) of the Companies Act 2006.

This Report of the Board, which forms part of the Annual Report and Financial Statements, is approved by the Trustees in their capacity as Directors of the company and signed of its behalf by:



Michael Barnett
Chair of Trustees

Date: 8 October 2025



Lucie Russell
Chief Executive Officer

Opinion

We have audited the financial statements of User Voice for the year ended 31 March 2025 which comprise Statement of Financial Activities, the Balance Sheet, and the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF USER VOICE

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements 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 the audit:

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the trustees' annual report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 15, 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

Moore Kingston Smith LLP.

Date: 24 October 2025

James Saunders FCCA DChA (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

6th Floor
9 Appold Street
London
EC2A 2AP

USER VOICE

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total 2025 £	Total 2024 £
Income					
Income from donations	2	345	114,767	115,112	81,420
Income from charitable activities	3	<u>668,921</u>	<u>-</u>	<u>668,921</u>	<u>740,166</u>
Total income		<u>669,266</u>	<u>114,767</u>	<u>784,033</u>	<u>821,586</u>
Expenditure					
Expenditure on raising funds	5	72,429	-	72,429	43,875
Expenditure on charitable activities	6	<u>736,878</u>	<u>134,327</u>	<u>871,205</u>	<u>837,858</u>
Total expenditure		<u>809,307</u>	<u>134,327</u>	<u>943,634</u>	<u>881,733</u>
Net income / (expenditure)	4	(140,041)	(19,560)	(159,601)	(60,147)
Transfer between funds		-	-	-	-
Net movement in funds		<u>(140,041)</u>	<u>(19,560)</u>	<u>(159,601)</u>	<u>(60,147)</u>
Reconciliation of funds					
Fund balance brought forward at 1 April		<u>643,624</u>	<u>60,182</u>	<u>703,806</u>	<u>763,953</u>
Fund balance carried forward at 31 March		<u>503,583</u>	<u>40,622</u>	<u>544,205</u>	<u>703,806</u>

The results for the period are derived from continuing operations

There were no recognised gains or losses, other than those passing through the statement of financial activities.

The notes on pages 24 to 35 form part of these financial statements.

USER VOICE

BALANCE SHEET

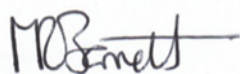
AS AT 31 MARCH 2025

		2025		2024	
	Notes	£	£	£	£
Fixed assets					
Tangible fixed assets	11		5,896		-
			<u>5,896</u>		<u>-</u>
			5,896		-
Current assets					
Debtors	12	104,876		167,741	
Cash at bank and in hand		552,584		670,134	
		<u>657,460</u>		<u>837,875</u>	
Creditors: amounts falling due within one year	13	<u>(119,151)</u>		<u>(134,069)</u>	
Total current assets less current liabilities			538,309		703,806
			<u>538,309</u>		<u>703,806</u>
Net assets			<u>544,205</u>		<u>703,806</u>
Reserves					
Unrestricted funds			503,583		643,624
Designated funds			88,953		115,000
General funds			414,630		528,624
Restricted finds			<u>40,622</u>		<u>60,182</u>
	16		<u>544,205</u>		<u>703,806</u>

These financial statements are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The notes on pages 24 to 35 form part of these financial statements.

The financial statements were approved by the Board and signed on its behalf on 8 October 2025 by:



Mr Michael Barnett
Chair

Company Registration Number: 06820227

USER VOICE

STATEMENT OF CASHFLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Net cash provided by / (used in) operating activities	17	(109,638)	(53,118)
Cash flows from investing activities			
Net purchase of fixed assets		(7,912)	-
Change in cash and cash equivalents in the year		(117,550)	(53,118)
Cash and cash equivalents at the beginning of the year		670,134	723,252
Cash and cash equivalents at the end of the year		552,584	670,134

	2024 £	Cash flows £	2025 £
Cash and cash equivalents			
Cash at bank and in hand	670,134	(117,550)	552,584
Analysis of changes in net cash	670,134	(117,550)	552,584

USER VOICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2025

1. Accounting policies

1.1 Basis of preparation

The charity meets the definition of a public benefit entity, and therefore 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) - (Charities SORP (FRS 102)), the Companies Act 2006 and the Charities Act 2011. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements.

After due consideration, the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for at least the next 12-18 months due to the current combination of secured funds, the opportunities including in the fundraising pipeline, and the scenario planning processes put in place to ensure that we are proactive and flexible in adjusting our plans and expenditure commitments in line with future income streams. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

The functional currency used is British pound sterling, and balances are rounded to the nearest £1.

1.2 Funds Structure

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor. Unrestricted funds are funds which are used in accordance with the charitable objects at the discretion of the trustees. Designated funds are unrestricted funds earmarked by the trustees for a particular purpose.

1.3 Income

Grants, donations and other income are credited to the statement of financial activities in the year to which they relate. Grants and donations will be recognised on an entitlement basis and when receipt is probable and the amount can be measured reliably, unless it relates to a specific future period, in which case it is deferred. Other income, including investment income, is recognised on an accruals basis. Contract income is recognised over the life of the assignment, as it is earned.

1.4 Expenditure and irrecoverable VAT

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Support costs not directly attributable to an expenditure category are shown in note 7 and have been apportioned on the basis of staff activity.

Irrecoverable VAT is charged against the category of expenditure within which it was incurred.

USER VOICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2025

1.5 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee’s services are received. Termination benefits are recognised as an expense when the company has demonstrably committed to terminate the employment of an employee or to provide termination benefit.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates that are calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computer equipment	3 years straight line
Fixtures, fittings and equipment	3 years straight line

All assets costing more than £1,000 are capitalised.

Assets are reviewed annually for impairment and adjustments are made to the carrying value when required.

1.8 Pensions

User Voice operates defined contribution pension arrangements, the assets of which are held separately from those of the Charity in independently administered funds. Contributions are charged to the income and expenditure account as they become payable.

1.9 Critical accounting estimates and judgements

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

1.10 Operating leases

Rental charges are charged on a straight-line basis over the term of the lease.

USER VOICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2025

2. Income from donations

Current Year	Unrestricted Funds £	Restricted Funds £	Total 2025 £
Donations	345	-	345
Grants	-	114,767	114,767
	<u>345</u>	<u>114,767</u>	<u>115,112</u>
Prior Year	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Donations	240	-	240
Grants	657	80,523	81,180
	<u>897</u>	<u>80,523</u>	<u>81,420</u>

3. Income from charitable activities

Current Year	Unrestricted Funds £	Restricted Funds £	Total 2025 £
Project income	534,767	-	534,767
Consultancy & other income	134,154	-	134,154
	<u>668,921</u>	<u>-</u>	<u>668,921</u>
Prior Year	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Project income	402,584	-	402,584
Consultancy & other income	276,394	61,188	337,582
	<u>678,978</u>	<u>61,188</u>	<u>740,166</u>

4. Net income for the year is calculated after charging:

	2025 £	2024 £
Audit fees	13,325	12,300
License to occupy	12,101	12,902
Depreciation	2,015	795

USER VOICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2025

5. Expenditure on raising funds

Current Year	Unrestricted Funds £	Restricted Funds £	Total 2025 £
Staff costs	69,137	-	69,137
Other costs	251	-	251
Support costs (see note 7)	3,041	-	3,041
	<u>72,429</u>	<u>-</u>	<u>72,429</u>
Prior Year	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Staff costs	40,002	-	40,002
Other costs	442	-	442
Support costs (see note 7)	3,431	-	3,431
	<u>43,875</u>	<u>-</u>	<u>43,875</u>

6. Expenditure on charitable activities

Current Year	Unrestricted Funds £	Restricted Funds £	Total 2025 £
Staff costs	356,350	130,723	487,073
Travel and subsistence	33,152	2,273	35,425
Finance, HR & other professional fees	3,534	-	3,534
Other costs	42,813	860	43,673
Support costs (see note 7)	301,029	471	301,500
	<u>736,878</u>	<u>134,327</u>	<u>871,205</u>
Prior Year	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Staff costs	287,372	133,664	421,036
Travel and subsistence	31,073	2,134	33,207
Finance, HR and other professional fees	1,506	5,619	7,125
Other costs	33,742	-	33,742
Support costs (see note 7)	319,834	22,914	342,748
	<u>673,527</u>	<u>164,331</u>	<u>837,858</u>

USER VOICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2025

7. Support costs

Current Year	Costs of Raising Funds £	Charitable Activities £	Total 2025 £
<u>Governance costs</u>			
Staff Costs	204	20,210	20,414
Audit fees	130	12,895	13,025
Legal and professional fees	149	14,768	14,917
Trustee costs	3	325	328
<u>Other Support costs</u>			
Staff costs	1,192	118,028	119,220
Office costs	599	59,689	60,288
Travel and subsistence	117	11,691	11,808
Finance, HR & other professional fees	570	56,461	57,031
Sundry expenses	77	7,433	7,510
	<u>3,041</u>	<u>301,500</u>	<u>304,541</u>
Prior Year	Costs of Raising Funds £	Charitable Activities £	Total 2024 £
<u>Governance costs</u>			
Staff Costs	333	32,941	33,274
Audit fees	123	12,177	12,300
Legal and professional fees	202	20,005	20,207
Trustee costs	2	244	246
<u>Other Support costs</u>			
Staff costs	1,140	112,847	113,987
Office costs	543	56,342	56,885
Travel and subsistence	84	8,739	8,823
Finance, HR & other professional fees	914	90,574	91,488
Sundry expenses	90	8,879	8,969
	<u>3,431</u>	<u>342,748</u>	<u>346,179</u>

Support costs are allocated on the basis of staff activity.

USER VOICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2025

8. Analysis of staff costs

	2025	2024
	£	£
Salaries and wages	626,851	545,932
Social security costs	57,015	47,694
Pension costs	11,978	8,604
Redundancy Pay	-	6,069
	<u>695,844</u>	<u>608,299</u>

No employee earned more than £60,000 during the year (2024: nil). All User Voice employees were enrolled in an auto-enrolment compliant, defined contribution pension scheme in both 2024 and 2025, and new employees were auto enrolled in the same scheme. Pension costs represent the employer's contribution to that scheme during the year.

The number of employees during the period was as follows:

	2025	2024
	No.	No.
Fundraising	1	1
Governance	1	-
Support	4	4
Charitable activities	15	15
	<u>21</u>	<u>20</u>

The Senior Management Team are considered to be the key management personnel and the total fees and employee benefits paid to them were £224,177 (2024: £169,586).

Included within staff costs are costs totalling £0 (2024: £6,069) in relation to redundancy and termination payments.

Trustees are eligible to be reimbursed for travel and incidental expenses incurred in the performance of their duties; no Trustees (2024: 0) claimed any expenses in the year (2024: £nil).

9. Directors' remuneration

As allowed by the constitution of User Voice, one of the directors, Mark Johnson, received payments totalling £0 (2024: £18,965) from his role as self-employed consultant to the charity, which he billed through his company, MJ Innovation Ltd. During the year, he was reimbursed for expenses totalling £0 (2024: £nil).

10. Taxation

As a charity the organisation is exempt from UK corporation tax to the extent that its income is applied to its charitable objects. No liability arose in the period.

USER VOICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2025

11. Tangible fixed assets

	Fixtures, fittings & equipment £	Computer Equipment £	Total
Cost			
At 1 April 2024	-	11,466	11,466
Additions	-	7,912	7,912
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2025	-	19,378	19,378
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Depreciation			
At 1 April 2024	-	11,466	11,466
Charge for the year	-	2,016	2,016
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
At 31 March 2025	-	13,482	13,482
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Net book value			
At 31 March 2025	-	5,896	5,896
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 March 2024	-	-	-
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

12. Debtors

	2025 £	2024 £
Trade debtors	51,946	90,792
Other debtors	100	100
Prepayments	18,154	4,538
Accrued income	34,676	72,311
	<hr/>	<hr/>
	104,876	167,741

USER VOICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2025

13. Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	23,626	9,225
Taxes and social security	53,660	82,200
Accruals	33,110	39,894
Deferred income	2,743	648
Other creditors	6,012	2,102
	<u>119,151</u>	<u>134,069</u>
Opening deferred income	648	136,123
Released in the year	(648)	(136,123)
Income deferred in the current year	<u>2,743</u>	<u>648</u>
	<u>2,743</u>	<u>648</u>

14. Company limited by guarantee

The limit of the total guarantees of the members of the company amounted to a maximum of £40 at the beginning of the year and £40 at the end of the year.

15. Analysis of charitable funds

Current Year	Balance at 1 April 2024	Income	Expenditure	Transfer	Balance at 31 March 2025
	£	£	£	£	£
General Funds	528,624	669,266	(783,260)	-	414,630
Designated Funds	115,000	-	(26,047)	-	88,953
Anti-Knife Crime Fund	6,967	-	-	-	6,967
National Lottery Community Fund	8,860	-	(6,672)	-	2,188
John Ellerman Foundation	44,355	-	(41,399)	-	2,956
EAF Drug Diversion	-	64,967	(64,967)	-	-
Evan Cornish	-	4,800	-	-	4,800
Training & Development Policy & Comms	-	40,000	(21,289)	-	18,711
	-	5,000	-	-	5,000
Restricted funds	<u>60,182</u>	<u>114,767</u>	<u>(134,327)</u>	<u>-</u>	<u>40,622</u>
Total	<u>703,806</u>	<u>784,033</u>	<u>(943,634)</u>	<u>-</u>	<u>544,205</u>

USER VOICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2025

15. Analysis of charitable funds (continued)

Prior Year	Balance at 1 April 2023	Income	Expenditure	Transfer	Balance at 31 March 2024
	£	£	£	£	£
General funds	439,871	679,875	(717,402)	126,280	528,624
Designated Funds	250,000	-	-	(135,000)	115,000
Anti Knife Crime Fund	6,967	-	-	-	6,967
National Lottery Community Fund	-	9,900	(1,040)	-	8,860
John Ellerman Foundation	67,115	-	(22,760)	-	44,355
EAF Drug Diversion	-	70,623	(73,537)	2,914	-
MOJ Blended Supervision	-	61,188	(66,994)	5,806	-
	<u>74,082</u>	<u>141,711</u>	<u>(164,331)</u>	<u>8,720</u>	<u>60,182</u>
Restricted funds					
Total	<u>763,953</u>	<u>821,586</u>	<u>(881,733)</u>	<u>-</u>	<u>703,806</u>

Designated Funds

Strategic Investment Fund

Funds set aside by the directors to assist with the transition to the new strategy focused on outreach work alongside research capabilities.

Restricted Funds

Home Office Anti Knife Crime Fund

Funding to gather insight from young people convicted of knife crime to develop solutions to the problem

National Lottery Community Fund

To develop a National Council of service users from User Voice's community councils. Providing a national forum for service users to drive change within the probation service.

John Ellerman Foundation

Develop User Voice's Knowledge. Seeding the development of a more robust function to drive information, intelligence and data and use to influence and change policy.

EAF Drug Diversion - Police Drug Diversion evaluation project.

User Voice's received funding to interview people who have been found in possession of drugs and diverted to a diversion scheme by the police. We are evaluation three different diversion programmes in three different areas (West Midlands, Thames Valley, and Durham). The project is funded by the Cabinet Office and led by University of Kent together with Police Commissioners.

USER VOICE

NOTES TO THE FINANCIAL STATEMENTS (continued)

FOR THE YEAR ENDED 31 MARCH 2025

Evan Cornish Foundation

Grant to support the administration of a User Voice National Council.

Training & Development

A fund comprising grants from two funders (Garfield Weston Foundation and the Highway One Trust) towards the cost of employment a Volunteering & Training Manager, and associated costs focussing on the training and development of staff and volunteers.

Policy & Communications

A fund to contribute to the cost of our communications and policy influencing function. Current fund comprises a grant of £5,000 from the 29th May 1961 Charitable Trust.

Ministry of Justice (MoJ) Blended Supervision Model (BSM)

We were funded to interview people on probation about their experiences of the BSM (mix of face-to-face and remote appointments with probation officers). The MoJ, who is funding the project, wants to find out does the BSM work, and which cohorts of people it works the best. Alongside our work with people on probation, the social impact analytics organisation, Get the Data are interviewing Probation Practitioners to find out their experience of the BSM.

16. Analysis of net assets between funds

Current Year	General Funds £	Designated Funds £	Restricted Funds £	Total 2025 £
Fixed assets	5,896	-	-	5,896
Debtors	104,876	-	-	104,876
Bank & cash	423,009	88,953	40,622	552,584
Creditors less than one year	(119,151)	-	-	(119,151)
	<u>414,630</u>	<u>88,953</u>	<u>40,622</u>	<u>544,205</u>
Prior Year	General Funds £	Designated Funds £	Restricted Funds £	Total 2024 £
Fixed assets	-	-	-	-
Debtors	167,741	-	-	167,741
Bank & cash	494,952	115,000	60,182	670,134
Creditors less than one year	(134,069)	-	-	(134,069)
	<u>528,624</u>	<u>115,000</u>	<u>60,182</u>	<u>703,806</u>

USER VOICE**NOTES TO THE FINANCIAL STATEMENTS (continued)****FOR THE YEAR ENDED 31 MARCH 2025**

17. Net cash provided by / (used in) operating activities

	2025	2025	2024	2024
	£	£	£	£
Cash flows from operating activities				
Net income / (expenditure)	(159,601)		(60,147)	
Depreciation	2,016		795	
Decrease / (increase) in debtors	62,865		109,798	
Increase / (decrease) in creditors	(14,918)		(103,564)	
Net cash provided by / (used in) operating activities	<u> </u>	(109,638)	<u> </u>	(53,118)
Cashflow from investing activities				
Net purchase of fixed assets	(7,912)		-	
Net cash (used in) investing activities	<u> </u>	(7,912)	<u> </u>	-
Net increase / (decrease) in cash		<u>(117,550)</u>		<u>(53,118)</u>

18. Related party transactions

There were no related party transactions during the year (2024: none).

USER VOICE

REFERENCE AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 MARCH 2025

Reference and administrative information

Directors	Dr Andreas Aresti Michael Barnett, Chair Argentina Hung Michael Legesse	(Appointed 30/05/2025) Treasurer (Resigned as Treasurer 08/10/2024, Resigned as Director 10/03/2025)
	Donna Murray-Turner Dunia Shafik Matthew Watt Julie Weston Andy Woods Nicholas Wykeman	(Appointed 30/05/2025) (Resigned 29/08/2025) (Appointed 30/05/2025) Treasurer (Appointed 15/11/2024)

Senior Leadership Team as at 31 March 2025	Lucie Russell, Chief Executive Brendan Doyle, Chief Operating Officer Jenny Lambert, Head of Finance Simon Scott, Head of Business Development Sean Campbell, Head of Communications, Policy & Impact
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Company Number	06820227
Registered Charity Number	1136047
Registered Office	20 Newburn Street, London, SE11 5PJ
Auditors	Moore Kingston Smith LLP, 6th Floor, 9 Appold Street, London. EC2A 2AP
Accountants	JS2 Limited, One Crown Square, Woking, Surrey, GU21 6HR
Bankers	Coutts and Co, 440 Strand, London WC2R 0QS