THE PACE CENTRE LTD

England & Wales · Charity number 1011133

Details

Status	Registered
Legal form	Charitable company
Company number	02707807
Registered	1992-05-18
Register	View on the Charity Commission register

Contact

Address	Bradbury Campus 156 Wendover Road Stoke Mandeville Aylesbury Buckinghamshire HP22 5TE
Phone	01296614287
Email	info@thepacecentre.org
Website	www.thepacecentre.org

Activities

Objects: The objects of the Charity are, for the public benefit, for the relief of dysfunction in children and young persons (“the Beneficiaries”) with motor disorders and related neurological impairments by the provision of education and therapies and in particular but without limitation by any or all of the following:a) The education and care of people who have motor disorders and related neurological impairments, particularly but not exclusively the Beneficiaries, including the conduct and maintenance of a special school (“the School”) within the meaning of the Education Acts and of a transition service for the Beneficiaries.b) The promotion of therapy, care and counselling to the Beneficiaries and their families.c) The improvement of public knowledge, understanding and awareness of the life and needs of the Beneficiaries and their families and in particular but without limitation by training and the promotion of research and the publication of the useful results of such research.

Activities: The provision of a comprehensive and integrated service for children and young people with motor disorders. An education for life where a trans-disciplinary staff team of therapists, teachers, and conductors work together to meet the complex needs of the children. Training and support to families to help them encourage children learning at home.Specialist training courses.

Downloaded from opencharities.uk/ew/1011133

Classification

- **How:** Provides Services
- **What:** Education/training, Disability
- **Who:** Children/young People, People With Disabilities

Geography

- Buckinghamshire

Finances

Period end	Income	Expenditure	Assets	Employees
2024-08-31	£3,508,277	£3,759,070	£3,067,566	109
2023-08-31	£3,888,892	£3,657,615	£3,317,799	91
2022-08-31	£2,173,388	£2,169,879	£3,086,522	113
2021-12-31	£3,561,172	£3,398,956	£3,083,013	106
2020-12-31	£3,374,981	£2,904,599	£2,920,797	98

Trustees

Name	Role	Appointed
Andrew Oxford Coxall		2021-04-19
Colin John Hayfield		2022-07-25
Daniel Lawson		2023-09-01
Emily Ingrams		2024-11-26
Karen Louise Bradley		2022-07-25
Kay Syms		2020-04-08
Simon Adams		2025-03-26
Stephen Markwell		2025-03-26

Downloaded from opencharities.uk/ew/1011133

THE PACE CENTRE LTD

England & Wales - Charity number 1011133

Accounts

Registered number: 02707807
Charity number: 1011133

THE PACE CENTRE LIMITED

(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2024

THE PACE CENTRE LIMITED
(A Company Limited by Guarantee)

CONTENTS

	Page
Reference and Administrative Details of the Company, its Trustees and Advisers	1
Trustees' Report	2 - 15
Independent Auditors' Report on the Financial Statements	16 - 19
Statement of Financial Activities	20
Balance Sheet	21 - 22
Statement of Cash Flows	23
Notes to the Financial Statements	24 - 42

THE PACE CENTRE LIMITED
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2024

Trustees	Mr Simon Adams (appointed 26 March 2025) Mrs Karen Bradley, Deputy Chair Mr Andrew Coxall Mr Colin Hayfield, Chair Ms Emily Ingrams (appointed 26 November 2024) Mr Daniel Lawson (appointed 1 September 2023) Mr Steven Markwell (appointed 26 March 2025) Ms Nicola Pearce (appointed 26 March 2025) Ms Kay Taylor
Company registered number	02707807
Charity registered number	1011133
Registered office	Bradbury Campus 156 Wendover Road Aylesbury Buckinghamshire HP22 5TE
Principal operating office	Coventon Road Aylesbury Buckinghamshire HP19 9JL
Chief executive officer	Mr Richard Wiltshire (resigned 31/12/2024) Caroline Bennett (appointed 01/01/2025)
Independent auditors	Azets Audit Services Suites B & D Burnham Yard Beaconsfield Buckinghamshire HP9 2JH

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 AUGUST 2024

The trustees have pleasure in presenting their annual report and audited financial statements for the year ended 31 August 2024 for The Pace Centre Limited, also known as Pace. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

Trustees of the Charity

The Company is managed by a Board of Trustees who are also Directors of the Company. The Board shall review the term of each trustee on a regular basis and refresh the Board as may be required.

A list of trustees who have served during the period or have been appointed since 31 August 2024 are:

Mr Colin Hayfield (Designated Chair September 24)
Mrs Karen Bradley (Deputy Chair September 24)
Mr Andrew Coxall
Ms Kay Taylor
Mr Daniel Lawson (appointed 28 November 23)
Ms Emily Ingrams (appointed 26 November 24)
Mrs Helen Shepherd (Chair resigned 24 September 24)
Ms Sarah Craker (appointed 28 November 2023, resigned 24 September 24)
Mr Ian Cairns (resigned 28 November 23)
Mr David Irvine (resigned 24 September 24)
Ms Satyabhama Pudaruth (resigned 24 September 24)
Mr Simon Adams (appointed 26 March 2025)
Mr Steven Markwell (appointed 26 March 2025)
Ms Nicola Pearce (appointed 26 March 2025)

The trustees have set up a number of sub committees as follows:

- Finance and Operations committee:
  - Ian Cairns (Chair up to November 2023)
  - Colin Hayfield (Chair November 2023 - September 2024)
  - Satyabhama Pudaruth (up to September 2024)
  - Dan Lawson (Chair September 2024 - Present)

- Education committee:
  - Helen Shepherd (Chair up to September 2024)
  - David Irvine (up to September 2024)
  - Sarah Craker (up to September 2024)
  - Andrew Coxall (Chair September 2024 - Present)

- Child and Family committee:
  - Karen Bradley (up to September 2024)
  - Kay Taylor (Chair)
  - Emily Ingrams (November 2024 - Present)

Recruitment and onboarding of new trustees is ongoing. The full board will consist of Chair, Deputy and Safeguarding lead. Three subcommittees, with a Chair and two members each.

Objectives and activities

a. Policies and objectives

Our Aims and Objectives
Our Purpose: Pace is a specialist charity that is committed to ensuring that children with neurodisabilities have the opportunity to reach their fullest potential in life. Fundamental to our approach is a belief in every child's ability to learn and make progress, whatever the physical or sensory challenges they face. Pace delivers life-changing educational and clinical support to babies, toddlers, children and young people with complex neurodisabilities and practical support and advice to their families. We strive to continually advance best practice in our field.

Our Vision: The Pace vision is that every child in the UK with a neurodisability, and their family, can access educational and clinical support aligned with the Pace approach. To that end, we work very intentionally to share our expertise, to train other providers and practitioners and to campaign for better provision.

Our Guiding Principles:

- Our children's current and future needs are at the core of everything we do. We have a positive belief in every child's ability to learn and strive continuously to ensure that they receive an "education for life" which enables them to be as active and independent as possible and to achieve their potential for a fulfilled life
- Pace is a family centred charity. We use our collective knowledge and skills to achieve a comprehensive understanding of the child and their family's unique challenges and goals in order to educate, empower and support. We always work in close partnership with our families
- We are committed to achieving and advancing best practice in our field through active engagement with other partners and aim to set the standard required in transdisciplinary skill sets, teamwork and approach to best meet the needs of children with neurodisabilities and related developmental challenges. We aim to demonstrate the impact of our approach through data collection and research
- The dedication of our staff and community of supporters is a strength of the organisation. We value and respect the contribution that every member of our community brings to the work of Pace
- We always seek what is best for our children and families whilst providing value for money to those who fund our work.

Pace has become a leading specialist centre for children with neurodisabilities with a growing reputation nationally, and the continued aspiration for international growth. Our innovative combination of different educational and therapeutic approaches is genuinely unique and is highly effective in meeting the total learning needs of the developing child. We are committed to continuing research in our field and to the dissemination of our practice to others.

Objectives and activities (continued)

What makes us different?

- A strong focus on early assessment and targeted intensive intervention for babies and young children aged 0-3 years when their brain is most receptive to new learning due to its neuroplasticity
- A commitment to working in partnership with parents as equal partners in the education and development of their child
- A transdisciplinary and integrated educational approach which draws on best practice from occupational therapy, conductive education, speech and language therapy, physiotherapy and special education to provide a rich and individually tailored learning environment for our children
- Pace's innovative model, developed over 30 years, which allows for attention to detail, continual review and adaptation based on the changing needs of our children and their families
- The transdisciplinary skill set of our staff and the high level of expertise which they bring to our services for children with neurodisabilities
- Our commitment to sharing and disseminating knowledge and skills in the field of neurodisabilities with other professionals, practitioners and parents.

It is these facets of our practice that mark us out as an "Outstanding" provider, as we always have been by Ofsted. Our latest Ofsted inspection took place in October 2023, and that report can be accessed at https://files.ofsted.gov.uk/v1/file/50235387

The needs we address:

Children's needs

- We work with children and young people aged 0-18 who have learning and developmental difficulties as a result of a neurodisability particularly, but not limited to, sensory motor disorders such as cerebral palsy. Children who have a neurodisability such as cerebral palsy may find it more difficult to move, engage in play, communicate, eat, drink, dress, draw, write, use technology, access the school curriculum, socialise and develop independence. They may also have medical and orthopaedic needs as a result of their condition
- In addition to our work with neurodisabilities, our therapy provision within Child and Family Services increasingly covers a wider range neurodivergence, including autistic spectrum disorder (ASD), attention deficit hyperactivity disorder (ADHD), social emotional and mental health challenges (SEMH), behavioural challenges, school refusal and motor coordination challenges (including difficulty with handwriting and in accessing PE)
- We ensure that we address all these needs as part of a holistic package of intervention, education and care
- We give great attention to the building blocks required for ongoing learning: sensory, perception, motor, communication and play. As a result, children who attend Pace make accelerated progress and become active learners. They learn what they can do for themselves and develop confidence and belief in their own abilities.

Objectives and activities (continued)

Families' needs
We know that parents of disabled children are anxious about what the future holds for them and their child. Like any parent, they want to do their very best for their child. Pace helps them by:

- Offering a warm, welcoming environment in which parents feel nurtured, supported and respected
- Providing "hands on" training (particularly in our Child and Family service) and ongoing information, guidance and advice about their child's needs so that parents feel empowered and informed in their parenting role
- Giving positive encouragement and hope for the future by providing very skilled therapeutic and educational intervention for their child at a time when they need it most
- Including them within our community of families from which they can find friendship and peer support
- Meeting the evolving needs of our families as the world SEND sees a step change in parental knowledge, expectations, and advocacy is a priority for us.

Sector Needs
The need to train and share expertise with our own staff and others in the specialist area of neurodisabilities. Pace is committed to building expertise in our specialism within our own staff team and in the workforce generally. We offer the following training and development opportunities to our own staff and external practitioners:

- Student Placements: Pace is pleased to have been able to offer undergraduate placements for students in Occupational Therapy and Conductive Education. We also regularly host students wishing to gain work experience as part of their sixth form or higher education courses
- Training Courses: Pace is developing an online training course that supports our staff and other specialist and non-specialist colleagues who work in neurodisability. Our focus is to meet the demand for affordable, flexible and self-managed learning.

Our Impact:
We take very seriously the need for us to measure, report and learn from the outcomes we achieve for our children, young people and families, as evidenced by the continuing focus on that work within our strategic priorities outlined below in the section Strategic Progress. Our website details both the outcomes that we achieve for our children and also the journey we are on developing our impact reporting practice. We continue to focus on enhancing our outcome measurement and reporting frameworks, to enable us to better report our impact to stakeholders, to improve our own practice and as a means to demonstrate and disseminate our practice to others.

Public Benefit
The trustees confirm they have had regard to the Charity Commission's guidance on public benefit, in establishing the annual objectives and activities which will fulfil Pace's overall aims, the trustees have regard to the principles of public benefit at all times. It is central to the charity's ethos to assist children and young people on the basis of educational and medical suitability for the services offered and not to impose narrow geographical boundaries or unreasonable financial burdens on those that attend. Pace needs to fundraise on behalf of every child, whether they attend full or part time, as the costs for each child substantially exceed the combination of statutory (LEA) funding and parental contributions. In addition, there have always been children in attendance who are not in receipt of any LEA funding, either for part or the whole of their time at Pace. This is particularly true for children in our early years' service which is heavily subsidised by our charitable income.

Objectives and activities (continued)

Our Values
Our work is informed by our values which are deeply held. We are

- **Child and Family Centred:** We always place the children, young people and families we support at the very heart of all that we do
- **Innovative:** We are creative problem-solvers, both in meeting the needs of our children, young people and families and organisationally
- **Specialist:** We are committed to achieving and continually advancing best practice in our field. We are intellectually curious and always seek to learn
- **Dedicated:** The dedication of our staff and volunteers is greater than one finds in many organisations. We believe that this is an important part of our success
- **Compassionate:** Our practice is always informed by a sense of intelligent compassion for the children and families we support and by deep respect for each other. Intelligent compassion is always informed by what is in the best long-term interests of the child and the family and Pace's long-term sustainability
- **Aspirational:** We aspire to the very best outcomes for our children, young people and families. We aspire to be the best we can be, both as individuals and as an organisation.

Our Pace "Ingredients"
During the year we have worked hard to distil the ingredients of our practice that make Pace so distinct and impactful. These ingredients reflect the needs, abilities and opportunities that exist for every child with a complex neurodisability and they underpin every facet of our work. These ingredients are:

- Access to learning and curriculum
- Attention and regulation
- Communication
- Daily life skills
- Emotional wellbeing
- Movement
- Play
- Relationships
- Sensory processing and loss.

Strategic Progress
The following section outlines the 2023/24 objectives that the trustees established and Pace's progress against them.

Achievements and performance

Objectives for 2023/24

The board are happy with the progress made to the 23/24 objectives and the progress made in year where fundraising income has seen a significant drop.

The financial realities of the year have meant that the objectives laid out in the previous financial statements have been under constant review; where necessary, sound financial decisions that support Pace stability have been the focus for the organisation. As such, an umbrella strategy will be launched in June 2025. This Strategy recognises the strained financial environment that Pace is working within and focuses Pace on financial sustainability whilst ensuring quality provision across our services.

Achievements and performance (continued)

The trustees are keen to reducing our reliance on Fundraising to deliver core services by creating replicable financially secure models that can help us achieve our vision "...that every child in the UK with a neurodisability, and their family, can access educational and clinical support aligned with the Pace approach"

Objectives 2023/24	Activities and achievements
1. Pace Digital - Plan and deliver phase 3 (our learning management system) for 4-6 core courses	Pace training team has developed a hybrid learning programme that focuses on self-learning and is enhanced by in-person training and reflection. This has reduced the number of hours that our staff are required to be out of class, as allowed for more flexibility as many courses are now half days. Three modules are ready to move digital. The other learning modules will be ready by the end of the year for our digital agency to convert to online modules.
2. SMART Programme - Continue to fund and deliver Phase 2 of Pace SMART Programme, to incorporate SMART classroom rollout and door automation in Pace School and development of our AT practice in Child & Family.	Door Automation is now complete across both sites Child and family assistive technology services has funded and launched a loan library where families can hire technology from Pace. This allows parents to be sure the technology meets the needs of they child before moving to a purchase and allowing children to practice news skills at home.

Achievements and performance (continued)

3.Child & Family - Work with Buckinghamshire Council and Buckinghamshire NHS Healthcare Trust to identify Pace's role within the recommissioned therapy service in the county. Identify opportunities to replicate commissioning models in other local areas. Complete the year one delivery of school-based Primary Mainstream pilot programme and establish funding for year two.	Pace's role withing the CYP contract is Buckinghamshire remains advisory. However our therapy services are now an approved supplier for Buckinghamshire. Buckinghamshire LA new spot purchase support for children and young people who require therapy as part of their EHPC be they in school or alternative provision. Refocusing the child and family team in meeting new KPI's support more children and babies. With reduced staffing numbers and contributing to the financial stability of the organisation. Child and Family were the first service across the organisation to implement a new clinical notes system, improving efficiency and compliance.
4. Impact - Develop Pace Impact Phase 2 Strategy, to identify how to: Supplement family survey, clinical and educational outcomes with standardised curriculum framework measures across the nine curriculum areas within Pace School. Begin to quantify the financial impact of Pace interventions through increased use of longitudinal studies. Engage with other providers to encourage wider engagement with and take-up of the Pace impact approach.	Impact data at Pace continues to be challenging. From the complexities of each individual goal being unique to each child and the affordability of systems that enable us to capture and aggregate quantitative data. Reporting wide scale statistical impact remains challenging. Sharing impact through case studies remains our strongest way to demonstrate the effectiveness of Pace. This objective remains an important part of our ongoing strategy. This objective is supported by the recruitment of a Director of Therapy Services. Who comes to Pace with the experience of developing such impact and outcome frameworks for the NHS. This objective remains an important part of our ongoing strategy. It is supported by the recruitment of a Director of Therapy Services, who joined Pace in November 2024. He comes to Pace with experience developing impact and outcome frameworks for the NHS.

Achievements and performance (continued)

5. Fundraising - Identify and cultivate new, high value, strategic funding partners	The emerging strategy for financial sustainability changes the focus of the fundraising team in two remits. November 2023 saw a restructure of the fundraising department. Focus on Income Generation via contracts, trusts and grants. Then public fundraising, focusing on events, community, corporate and individual giving. Staffing income generation has been a challenge, leaving us one full time member down for the year. The Head of Income Generation focused to fee negotiation and processing of school income. Where we negotiated a 7.5% increase across all LA as well as securing a 2.5% increase for 24/25. Additionally, we developed a new full cost recovery model. Pace were successful in achieve new placements at this fee. Prospective donors have been identified for the launch capital appeal to support the purchase of the free hold of our Wendover Road Site.

Objectives for 2024/25

Strategy
Continues to drive for a robust financial future defining a 3-to-5-year Strategy and business model. Developing self-funding high-quality specialist core services, where fundraising contributes added value opportunities, growth, and development, and giving access to services to those who cannot afford it.

Resourcing
New leadership: Establish and embed the new leadership team. The new leadership team now consists of Head Teacher, Richard Smith, who was appointed in September 2024 (internal candidate): Kurt Austin-Archer Director of Therapy Services was appointed in November 2024 (external candidate), and Caroline Bennett, CEO started in January 2025 (internal candidate).

Better Systems: Establish new systems that ensure efficiency, effective data management and compliance with GDPR, HCPC and meets Ofsted and DFE requirements for automated data sharing across Pace. As well as considering family experiences in accessing information.

Achievements and performance (continued)

Child and Family Therapy Services:
Strategic focus: Develop a strategy for child and family therapy services to grow income, increase reach, and move to a full-year therapy offering. Consider the market, affordability, and charitable purpose. Ensuring development with both non-profit, commercial, and private demand.
Marketing and Communications: Develop and deliver a robust communication and marketing plan to support the income growth of the child and family therapy services.

School:
Therapy Service Delivery Model review: Identify and deliver therapy staffing models for schools with consideration to the changing SEND environment and parental expectations. Reflecting on the difference in progress and development between early years, primary and secondary school, considering the impact of the cost base.

Consistency and communication:
Support parental experience as they move through Pace school with trauma-informed, consistent, delivery that not only manages, but exceeds parental expectations.

Income Generation
Positive ongoing relationships: Establish, develop and maintain relationships with all stakeholders across Trusts, Foundations, and commissioners, both LA and Private. Through clear, transparent communications. Impact reporting and timely and fair negotiations.

Innovations and Synergy: We will consolidate Fundraising efforts to reduce fundraising costs. We will reestablish income through new events, community, and corporate relationships. Through a data-driven donor-centric strategy, we will reengage lapsed donors as part of a low-cost acquisition plan, increasing our active donor base and income after a challenging two years.

Fundraising standards information
A fundraising strategy has been prepared and approved by the trustees which identifies our income streams and the approach taken for each activity. This strategy takes into account best practice and current standards. Since the introduction of GDPR from 25 May 2018 we have continued to review and, where appropriate, revise our policies and procedures including: data capture, complaints procedure, transferring of data and the implementation of the data subjects' preferences.

All fundraising is done in house and not outsourced to any professional fundraisers or commercial participators.

Pace has opted to join the Fundraising Regulator. The Fundraising Regulator holds the Code of Fundraising Practice for the UK. We follow the standards for charitable fundraising, ensuring that our fundraising is respectful, open, honest and accountable to the public. Pace has not knowingly failed to comply with the standards of practice.

Pace has not received any complaints regarding its fundraising efforts in the period ended 31 August 2024 or to the date of this report.

Achievements and performance (continued)

Financial review
The trustees remain focused on the need to continue to maintain and improve the charity's financial sustainability. Over previous years, the charity had successfully grown income across its key areas of activity and was operating within its reserves policy. Unfortunately, 2023/24 has seen fundraising drop considerably, exploiting our biggest risk, of the reliance on Fundraising income to run our core services. This has taken us outside of the reserves policy.

Pace is delivering against a 1 year umbrella strategic plan and budget which reflects financial position of the last 12 months. At the start of the financial year 2024/25, Pace is developing a three-year strategy that aims to meet the objectives shared above.

As a result of the challenging year, in which there were many successes that will reflect in the next financial year, there is an overall net loss in income over expenditure of (£250,233). This comprises of (£132,259) Unrestricted and (£117,974) Restricted.

Investment Policy
The trustees feel that the most appropriate policy for investing the unrestricted reserve is a deposit account or fixed-term deposit (with a maximum maturity of two years) with a major UK institution, preferably in a product that has been designed for the charity sector.

Risk Review
The trustees, together with staff, have implemented controls and procedures throughout the organisation to minimise external and internal risk and ensure a consistently high quality of education and care for the children and appropriate working conditions for staff. At a strategic level, and as noted elsewhere in this report, the trustees have continued to focus on the mitigation of the key risks; the need to maximise the cash resources of the charity and the need for the charity to continue to be sustainable.

The key risks have been identified as follows:

- **Loss of Ofsted outstanding**: If the School does not meet the practice, educational and regulatory standards required of a school as measured by Ofsted and the Department for Education. The risk would be that our reputation as an Outstanding school would be lost and this would impact on pupil placement at the school and our charitable fundraising. To mitigate this risk, on joining the organisation, all staff members receive rigorous induction training including safeguarding, health and safety, educational and clinical practice modules, observation and assessment by the senior team. In addition, all staff members are required to read all the regulatory policies held on the organisation's intranet in their first month and their supervisor ensures that this has been done. The Director of Education reviews these policies on a regular basis and any changes are communicated to all staff. If a breach, however small, is noticed, all staff are reminded of the policy. Regulatory training is carried out for all staff routinely throughout the year. Pace has very clear and robust standards of practice which are shared with new staff and existing staff at performance reviews. In 2020 a School subcommittee of trustees to review processes and procedures was set up as planned.

Achievements and performance (continued)

- **Serious Incident**: Safeguarding of children at Pace is paramount. The risk is that a serious incident relating to non-compliance with the statutory guidance would affect our reputational risk and the placing of children at the school. All staff members have training in child protection as soon after their appointment as possible. Any issues are brought to the designated safeguarding officer's attention and followed up immediately. There are termly safeguarding and health and safety monitoring meetings which review any matters. Nominated trustees have overall responsibility for safeguarding and health and safety and carry out spot checks from time to time to ensure compliance. Safeguarding and health and safety are on all Senior School Management team, Leadership team and Trustee meeting agenda.

- **Financial instability**: Pace cannot continue to rely on Fundraising to support its core services. The financial peaks and troughs over the last 30 years demonstrate the volatility of this model. The risks are twofold. 1) Pace lose income and use reserves to a value that risks it's going concern status. 2) Pace doesn't have the funds to evolved and develop, making it less attractive to funders and donors alike. To mitigate this risk, Pace's emerging 2024/25 strategy focuses on cost recovery models, bursary funding and added value fundraising.

Going concern

The financial statements have been prepared on a going concern basis. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of approval of these financial statements. Cash flow is monitored by management and reviewed by the trustees on a regular basis.

In order to provide support to the charity, in 2016 a long-term interest free loan facility of £1,000,000 was provided by a donor whilst the sustainability strategy first adopted in 2016 comes to fruition, as detailed in note 17. At the beginning of the year £500,000 had been drawn down all of which has been converted into donations. Taking into account the charity's unrestricted reserves, cash balances and the availability of the undrawn balance of this loan facility of £500,000, the trustees have a reasonable expectation that Pace will have adequate resources to continue in operational existence for the foreseeable future and it is therefore appropriate to adopt the going concern basis of accounting for these financial statements.

The trustees are confident that Pace remains a going concern.

Reserves policy

The trustees reviewed and updated their policy for the charity in 2022 and they maintain that the minimum level of reserves (excluding funds not otherwise committed or restricted) should be between 4 and 12 months of budgeted expenditure. This level has been set to cover expected overheads including wages in the event that no more monies are received so that the organisation could cover its costs in an orderly manner. The strategic plan and budget have been prepared to achieve this objective.

At 31 August 2024 the total reserves were £3,067,566 (2023: £3,317,799). The restricted reserves, which can only be spent as directed by the donor were £1,898,743 (2023: £2,006,717). These reserves principally represent incurred capital costs on the development at Wendover Road and are being released as the development cost is depreciated. The total depreciation charge for the period against restricted balances is £91,455.

Unrestricted reserves at 31 August 2024 were £1,168,823 (2023: £1,301,082) representing 4 months of operating expenditure.

Structure, governance and management

a. Constitution

The Pace Centre Limited is registered as a charitable company limited by guarantee and was set up by a Trust deed.

Structure, governance and management (continued)

b. Methods of appointment or election of Trustees

The management of the Company is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

The trustees are appointed by the Board who elect or re-elect the trustees. The Board of Trustees reviews the term of each trustee on a regular basis to refresh the Board as may be required. An induction programme is in place which involves both information and training delivered by senior staff. Trustees are also invited to take an active part in the life of Pace at open days, fundraising and other corporate events.

The day to day activities of the charity are run by the Leadership team consisting of the Chief Executive, Head Teacher and the Director of Therapy Services. The charity's key management personnel is based on benchmarking against similar roles at similar size charities and is approved by the trustees. The organisation has seen a higher than normal turnover of key staff in the leadership team in the last 12 months.

The Director of Clinical Service Lindsay Hardy left in February 2024, and Kurt Austin-Archer the new Director of Therapy Services (renamed to align with the market) joined Pace in November 2024.

Headteacher and Director of Education Claire Smart left in August 2024, with Deputy Headteacher Richard Smith stepping up as of September 2024 to take the role of Headteacher.

Rich Wiltshire, CEO left Pace in December 2024, Caroline Bennett COO has stepped up to take the role of CEO as of January 2025.

The position of COO has been removed from headcount.

The finance function remains outsourced to Hillier Hopkins LLP.

The board has also seen four trustees leave within the year. All for varying personal reasons. Ian Cairns, Helen Shepherd, David Irvine and Ms Satyabhama Pudaruth stepped down. The organisation took the decision to halt the subcommittee meetings whilst recruitment of trustees was underway. The Subcommittees are due to start in June 2025, three more trustees have been ratified on 26 March 2025.

Small company provision
In preparing this report, the trustees have taken advantage of the small companies' exemption provided by section 415A of the Companies Act 2006.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 AUGUST 2024

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and 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. 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.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

The auditors, Azets Audit Services, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

.....
Colin Hayfield

Date: 20 May 2025

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE PACE CENTRE LIMITED

Opinion

We have audited the financial statements of The Pace Centre Limited (the 'charitable company') for the year ended 31 August 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' 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 United Kingdom, including the Financial Reporting Council'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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE PACE CENTRE LIMITED (CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' 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. 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, 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.

Auditors' 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 Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations.
Weour our
We design procedures in line with our responsibilites, 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:

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we 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. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE PACE CENTRE LIMITED (CONTINUED)

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services

Paul Creasey (Senior Statutory Auditor)
For and on behalf of Azets Audit Services
Suites B & D
Burnham Yard
Beaconsfield
Buckinghamshire
HP9 2JH

Date: 27 May 2025

Azets Audit Services are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

THE PACE CENTRE LIMITED
(A Company Limited by Guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2024

	Note	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	*Total funds 2023 £*
Income from:					
Donations and legacies	3	**260,327**	**465,196**	**725,523**	*1,075,378*
Charitable activities	4	**-**	**2,688,996**	**2,688,996**	*2,559,364*
Other trading activities	5	**-**	**66,622**	**66,622**	*227,947*
Investments	6	**-**	**27,136**	**27,136**	*23,430*
Other income	7	**-**	**-**	**-**	*2,773*
Total income		**260,327**	**3,247,950**	**3,508,277**	*3,888,892*
Expenditure on:					
Raising funds	8	**-**	**233,648**	**233,648**	*340,188*
Charitable activities	9	**378,301**	**3,147,121**	**3,525,422**	*3,317,427*
Total expenditure		**378,301**	**3,380,769**	**3,759,070**	*3,657,615*
Net gains on investments		**-**	**560**	**560**	*-*
Net movement in funds		**(117,974)**	**(132,259)**	**(250,233)**	*231,277*
Reconciliation of funds:					
Total funds brought forward		**2,016,717**	**1,301,082**	**3,317,799**	*3,086,522*
Net movement in funds		**(117,974)**	**(132,259)**	**(250,233)**	*231,277*
Total funds carried forward		**1,898,743**	**1,168,823**	**3,067,566**	*3,317,799*

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 24 to 42 form part of these financial statements.

THE PACE CENTRE LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02707807

BALANCE SHEET
AS AT 31 AUGUST 2024

	Note		2024 £		2023 £
Fixed assets					
Tangible assets	14		**1,863,241**		*1,966,824*
			1,863,241		*1,966,824*
Current assets					
Debtors	15	**645,294**		*220,879*	
Investments	16	**348,665**		*878,990*	
Cash at bank and in hand		**626,758**		*1,153,687*	
		1,620,717		*2,253,556*	
Creditors: amounts falling due within one year	17	**(416,392)**		*(902,581)*	
Net current assets			**1,204,325**		*1,350,975*
Total assets less current liabilities			**3,067,566**		*3,317,799*
Total net assets			**3,067,566**		*3,317,799*
Charity funds					
Restricted funds	19		**1,898,743**		*2,016,717*
Unrestricted funds	19		**1,168,823**		*1,301,082*
Total funds			**3,067,566**		*3,317,799*

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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

.....
Colin Hayfield

Date: 20 May 2025

BALANCE SHEET (CONTINUED)
AS AT 31 AUGUST 2024

The notes on pages 24 to 42 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 AUGUST 2024

	2024 £	*2023* *£*
Cash flows from operating activities		
Net cash used in operating activities (see note 22)	**(1,084,390)**	*630,438*
Cash flows from investing activities		
Interest received	**4,639**	*4,033*
Purchase of tangible fixed assets	**-**	*(24,344)*
Movement on investments	**552,822**	*(77,358)*
Net cash provided by/(used in) investing activities	**557,461**	**(97,669)**
Change in cash and cash equivalents in the year	**(526,929)**	**532,769**
Cash and cash equivalents at the beginning of the year	**1,153,687**	*620,918*
Cash and cash equivalents at the end of the year	**626,758**	*1,153,687*

The notes on pages 24 to 42 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

1. General information

The Pace Centre Limited is a charitable company limited by guarantee incorporated in England and Wales within the United Kingdom. The Company's registered office is Bradbury Campus, 156 Wendover Road, Aylesbury, Buckinghamshire, HP22 5TE.

The financial statements are presented in sterling which is the functional currency of the Company and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

2.2 Going concern

The financial statements have been prepared on a going concern basis.

The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of approval of these financial statements. Cashflow is monitored by management and reviewed by the trustees on a regular basis.

2. Accounting policies (continued)

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Company, can be reliably measured.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Income from Charitable Activities is measured at the fair value of the consideration received or receivable for services rendered, and is recognised as the services are delivered.

Donated professional services and donated facilities are recognised as income when the Charity has control over the item, any conditions associated with the donated item have been met, the receipt of the economic benefit from the use by the Charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS102), the value of general volunteer time is not recognised although the Trustees' annual report sets out more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the Charity which is the amount the Charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

For donations to be recognised the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferrred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

As provided in the SORP (FRS102) no amount is included in the financial statements for volunteer time.

Investment income is earned through holding assets for investment purposes such as on short term bank deposit and solely comprises bank interest.

2. Accounting policies (continued)

2.4 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes the costs associated with the Fundraising team, including payroll for the members of that team and the direct costs of fundraising events.
- Expenditure on charitable activities includes the cost of clinical and teaching staff together with the costs of providing the educational and therapeutic interventions.
- Other expenditure represents those items not falling into the categories above.

Support costs allocation

Support costs are those that assist the work of the Charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the Charity and include strategy development. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. General overheads have been allocated on a staff pro rata basis.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

Expenditure on raising funds includes all expenditure incurred by the Company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold property	- 25 to 32 years straight line
Fixtures and fittings	- 3 to 10 years straight line
Office equipment	- 3 to 10 years straight line
Computer equipment	- 3 to 10 years straight line

Assets costing over £5,000 are capitalised at cost.
Assets costing over £2,000 are capitalised at cost at the discretion of the Chief Executive.

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.10 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. Accounting policies (continued)

2.11 Leases

Rentals payable and receivable under operating leases are charged to the statement of financial activities on a straight line basis over the period of the lease.

2.12 Tax

The Charity is an exempt Charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK Corporation tax purposes.

2.13 Employee benefits

When employees have rendered service to the Charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The Charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

2.14 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Income from donations and legacies

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Donations	193,920	110,765	**304,685**
Grants	66,407	354,431	**420,838**
	260,327	465,196	**725,523**

	Restricted funds 2023 £	*Unrestricted funds 2023 £*	*Total funds 2023 £*
Donations	*349,020*	*147,563*	*496,583*
Legacies	-	*22,324*	*22,324*
Grants	-	*556,471*	*556,471*
	349,020	*726,358*	*1,075,378*

4. Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £
LEA Funding	1,990,364	**1,990,364**
Other	1,317	**1,317**
Therapy sessions provided to children 0-18	66,506	**66,506**
Training	1,759	**1,759**
Provision of staff to other schools	479,748	**479,748**
Non LEA funding of school places	149,302	**149,302**
	2,688,996	**2,688,996**

4. Income from charitable activities (continued)

	Unrestricted funds 2023 £	*Total funds 2023 £*
LEA funding	*1,922,740*	*1,922,740*
Other	*10,460*	*10,460*
Non LEA funding of school places	*109,605*	*109,605*
Therapy sessions provided to children 0-18	*34,842*	*34,842*
Provision of staff to other schools	*465,521*	*465,521*
Training	*16,196*	*16,196*
	2,559,364	*2,559,364*

5. Income from other trading activities

Income from fundraising events

	Unrestricted funds 2024 £	**Total funds 2024 £**
Community fundraising	42,159	**42,159**
Events	24,463	**24,463**
	66,622	**66,622**

	Restricted funds 2023 £	*Unrestricted funds 2023 £*	*Total funds 2023 £*
Community fundraising	*778*	*103,980*	*104,758*
Events	-	*123,189*	*123,189*
	778	*227,169*	*227,947*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

6. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £
Investment income	27,136	**27,136**

	Unrestricted funds 2023 £	*Total funds 2023 £*
Investment income	*23,430*	*23,430*

7. Other incoming resources

	Total funds 2024 £
Other income	-

	Unrestricted funds 2023 £	*Total funds 2023 £*
Other income	*2,773*	*2,773*

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2024 £	Total funds 2024 £
Event & function costs	38,841	**38,841**
Facilities and other costs	7,525	**7,525**
Salaries and consultancy including training	187,282	**187,282**
	233,648	**233,648**

The support costs for 2024 are made up of salaries of £32,081, which is included in the salaries and consultancy including training figure above, and facilities and other costs of £7,525.

	Restricted funds 2023 £	*Unrestricted funds 2023 £*	*Total funds 2023 £*
Event & function costs	*3,157*	*33,969*	*37,126*
Support costs	-	*28,948*	*28,948*
Salaries and consultancy including training	-	*274,114*	*274,114*
	3,157	*337,031*	*340,188*

The support costs are made up of salaries of £22,848 and facilities and other costs of £6,100.

9. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total 2024 £
Salaries and consultancy including training	231,873	2,596,306	**2,828,179**
Facilities and other costs	11,058	387,686	**398,744**
Classroom resources	43,915	122,699	**166,614**
Depreciation	91,455	12,131	**103,586**
Governance costs	-	28,299	**28,299**
	378,301	3,147,121	**3,525,422**

	Restricted funds 2023 £	*Unrestricted funds 2023 £*	*Total 2023 £*
Salaries and consultancy including training	*352,461*	*2,322,573*	*2,675,034*
Facilities and other costs	*41,237*	*303,249*	*344,486*
Classroom resources	*24,222*	*90,624*	*114,846*
Depreciation	*94,287*	*11,133*	*105,420*
Training	-	*11,107*	*11,107*
Governance costs	-	*66,534*	*66,534*
	512,207	*2,805,220*	*3,317,427*

10. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £
Salaries and consultancy including training	2,070,885	757,294	**2,828,179**
Facilities	256,251	142,493	**398,744**
Classroom resources	166,614	-	**166,614**
Depreciation	103,586	-	**103,586**
Governance	-	28,299	**28,299**
	2,597,336	928,086	**3,525,422**

	Activities undertaken directly 2023 £	*Support costs 2023 £*	*Total funds 2023 £*
Salaries and consultancy including training	*2,328,509*	*346,525*	*2,675,034*
Facilities and other costs	*251,964*	*92,522*	*344,486*
Classroom resources	*114,846*	-	*114,846*
Depreciation	*105,420*	-	*105,420*
Training	*11,107*	-	*11,107*
Governance costs	*53,072*	*13,462*	*66,534*
	2,864,918	*452,509*	*3,317,427*

11. Auditors' remuneration

	2024 £	*2023 £*
Auditor's renumeration	**12,300**	*12,300*

12. Staff costs

	2024 £	2023 £
Wages and salaries	**2,584,896**	*2,541,890*
Social security costs	**214,469**	*211,534*
Contribution to defined contribution pension schemes	**125,773**	*94,763*
	2,925,138	*2,848,187*

The average number of persons employed by the Company during the year was as follows:

	2024 No.	2023 No.
Raising funds	**5**	*6*
Charitable activities	**83**	*98*
Governance and support	**21**	*12*
	109	*116*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024 No.	2023 No.
In the band £60,001 - £70,000	**1**	-

The staff costs for key management personnel in the year was £232,525 (2023: £261,555).

13. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2023 - £NIL)*.

During the year ended 31 August 2024, no Trustee expenses have been incurred *(2023 - £NIL)*.

14. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Office equipment £	Computer equipment £	Total £
Cost or valuation					
At 1 September 2023	**3,323,788**	**21,516**	**21,720**	**120,255**	**3,487,279**
Disposals	**-**	**-**	**-**	**(41,452)**	**(41,452)**
At 31 August 2024	**3,323,788**	**21,516**	**21,720**	**78,803**	**3,445,827**
Depreciation					
At 1 September 2023	**1,424,018**	**2,151**	**9,113**	**85,173**	**1,520,455**
Charge for the year	**87,675**	**2,151**	**3,175**	**10,514**	**103,515**
On disposals	**-**	**-**	**-**	**(41,384)**	**(41,384)**
At 31 August 2024	**1,511,693**	**4,302**	**12,288**	**54,303**	**1,582,586**
Net book value					
At 31 August 2024	**1,812,095**	**17,214**	**9,432**	**24,500**	**1,863,241**
At 31 August 2023	*1,899,770*	*19,365*	*12,607*	*35,082*	*1,966,824*

15. Debtors

	2024 £	*2023 £*
Due within one year		
Trade debtors	**360,234**	*139,947*
Other debtors	**678**	*16,993*
Prepayments and accrued income	**284,382**	*63,939*
	645,294	*220,879*

16. Current asset investments

	2024 £	2023 £
Short term deposits	**333,955**	*865,675*
Other investments	**14,710**	*13,315*
	348,665	*878,990*

17. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	**22,765**	*60,329*
Other taxation and social security	**49,865**	*49,587*
Other creditors	**17,120**	*20,271*
Accruals and deferred income	**326,642**	*772,394*
	416,392	*902,581*

In 2016, a generous benefactor pledged an interest free loan of up to £1,000,000 to be available for at least three years, since extended so that the facility is available until 31st August 2024. By 31 August 2023, £500,000 of this loan had been drawn down, Since being drawn down, £500,000 has been converted to a donation leaving none outstanding at 31 August 2024 (2023:nil). There remains an undrawn loan facility of £500,000. The loan remains under review annually. The loan facility has now been extended to August 2026.

18. Accruals and deferred income

	2024 £	2023 £
Deferred income at 1 September 2023	**725,122**	*596,971*
Resources deferred during the year	**307,790**	*725,122*
Amounts released from previous periods	**(725,122)**	*(596,971)*
Deferred income at 31 August 2024	**307,790**	*725,122*

All deferred income, which represents term fees invoiced in advance, is included within Creditors:amounts falling due within one year.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2024

19. Statement of funds

Statement of funds - current year

	Balance at 1 September 2023 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 August 2024 £
Unrestricted funds					
General fund	1,301,082	3,247,950	(3,380,769)	560	1,168,823
Restricted funds					
Leasehold Building fund	30,454	-	(4,112)	-	26,342
First Steps Appeal fund	1,797,236	-	(76,851)	-	1,720,385
Salary fund	61,709	210,248	(216,650)	-	55,307
Other equipment and services fund	127,318	50,079	(80,688)	-	96,709
	2,016,717	260,327	(378,301)	-	1,898,743
Total of funds	3,317,799	3,508,277	(3,759,070)	560	3,067,566

19. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 September 2022 £	*Income* £	*Expenditure* £	*Balance at 31 August 2023* £
Unrestricted funds				
General Fund	*904,239*	*3,539,094*	*(3,142,251)*	*1,301,082*
Restricted funds				
Leasehold Building fund	*38,536*	-	*(8,082)*	*30,454*
First Steps Appeal fund	*1,874,142*	-	*(76,906)*	*1,797,236*
Salary fund	*120,352*	*285,937*	*(344,580)*	*61,709*
Other equipment and services fund	*149,253*	*63,861*	*(85,796)*	*127,318*
	2,182,283	*349,798*	*(515,364)*	*2,016,717*
Total of funds	*3,086,522*	*3,888,892*	*(3,657,615)*	*3,317,799*

The **Leasehold Building fund** was set up in 1996 to record the cost of the new development of the Coventon Road site against donations received for that purpose. The total fund at 31 August 2024 represents the depreciated historical cost of the building and subsequent extensions. The original building and improvements are carried out under licence granted by the freeholder. The land at Coventon Road is leasehold.

The **First Steps Appeal fund** exists to provide resources to develop the Bradbury Campus at Wendover Road as a new Early Years Centre and Independence Training Centre. The funds are being released as the improvements are depreciated. The total fund at 31 August 2024 is the net depreciated amount.

The **Salary fund** represents various donations to fund salaries in school and child and family during the year.

The **Other equipment and services fund** comprises various donations to fund the purchase of teaching aids and equipment and other services such as school holidays, visits, consultancy and training and our new minibus. The fund, summarised above, contains the donations of many individuals, trusts and organisations.

20. Summary of funds

Summary of funds - current year

	Balance at 1 September 2023 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 August 2024 £
General funds	**1,301,082**	**3,247,950**	**(3,380,769)**	**560**	**1,168,823**
Restricted funds	**2,016,717**	**260,327**	**(378,301)**	**-**	**1,898,743**
	3,317,799	**3,508,277**	**(3,759,070)**	**560**	**3,067,566**

Summary of funds - prior year

	Balance at 1 September 2022 £	*Income £*	*Expenditure £*	*Balance at 31 August 2023 £*
General funds	*904,239*	*3,539,094*	*(3,142,251)*	*1,301,082*
Restricted funds	*2,182,283*	*349,798*	*(515,364)*	*2,016,717*
	3,086,522	*3,888,892*	*(3,657,615)*	*3,317,799*

21. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	1,771,294	91,947	**1,863,241**
Current assets	127,449	1,493,268	**1,620,717**
Creditors due within one year	-	(416,392)	**(416,392)**
Total	1,898,743	1,168,823	**3,067,566**

21. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	Restricted funds 2023 £	*Unrestricted funds 2023* £	*Total funds 2023* £
Tangible fixed assets	*1,862,772*	*104,052*	*1,966,824*
Current assets	*168,532*	*2,085,024*	*2,253,556*
Creditors due within one year	*(14,587)*	*(887,994)*	*(902,581)*
Total	*2,016,717*	*1,301,082*	*3,317,799*

22. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	*2023* £
Net income/expenditure for the period (as per Statement of Financial Activities)	**(250,233)**	*231,277*
Adjustments for:		
Depreciation charges	**103,515**	*105,420*
Loss on the sale of fixed assets	**68**	-
Decrease/(increase) in debtors	**(424,415)**	*244,328*
Increase/(decrease) in creditors	**(486,189)**	*72,843*
Interest receivable	**(27,136)**	*(23,430)*
Net cash provided by/(used in) operating activities	**(1,084,390)**	*630,438*

23. Analysis of cash and cash equivalents

	2024 £	*2023* £
Cash in hand	**486,414**	*567,904*
Short term deposits	**140,344**	*585,783*
Total cash and cash equivalents	**626,758**	*1,153,687*

24. Analysis of changes in net debt

	At 1 September 2023	Cash flows	At 31 August 2024
	£	£	£
Cash at bank and in hand	**1,153,687**	**(526,929)**	**626,758**
Liquid investments	**878,990**	**(530,325)**	**348,665**
	2,032,677	**(1,057,254)**	**975,423**

25. Pension commitments

The Charity operates a defined contributions scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents the contributions payable by the Charity to the fund and amounted to £125,773 (2023: £94,763). Contributions totalling £15,568 (2023: £15,217) were payable to the fund at the balance sheet date and are included in creditors.

26. Operating lease commitments

At 31 August 2024 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024	*2023*
	£	*£*
Not later than 1 year	**159,580**	*154,790*
Later than 1 year and not later than 5 years	**533,261**	*522,308*
Later than 5 years	**3,439,204**	*3,566,761*
	4,132,045	*4,243,859*

27. Members' liability

In accordance with clause 6 of the Company's memorandum of Association, every member of the Company undertakes to contribute to the assets of the Company in the event of the same being wound up during the time that they are a member, or within one year afterwards for payments of debts and liabilities of the Company contracted before the time at which they ceased to be a member, and of the costs, charges and expenses of winding up the same, and for the adjustment of the rights of the contributories, such amount as maybe required not exceeding one pound.

THE PACE CENTRE LTD

England & Wales - Charity number 1011133

Accounts

Company Number: 2707807

The Pace Centre Limited

Financial Statements

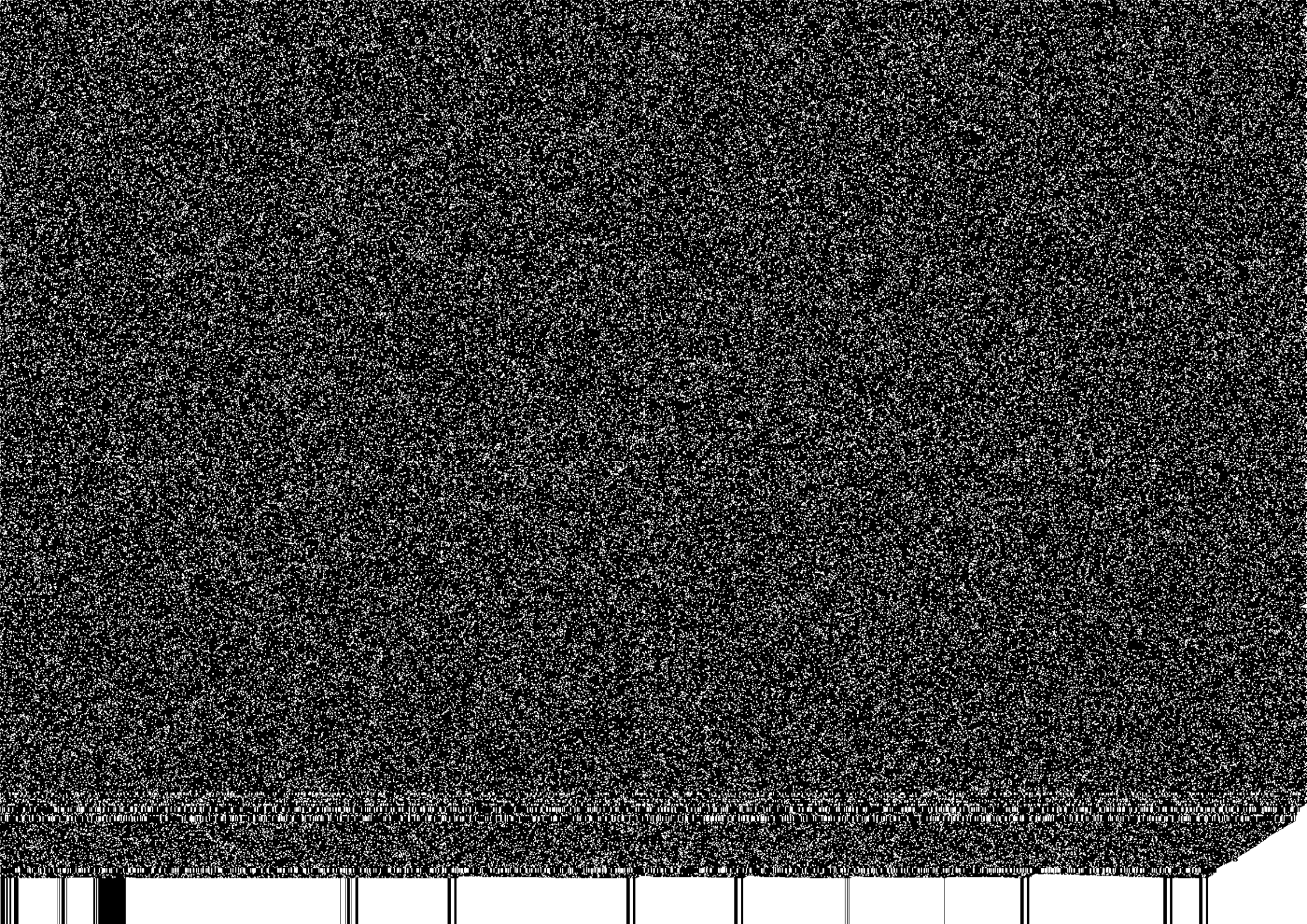
For the Year Ended

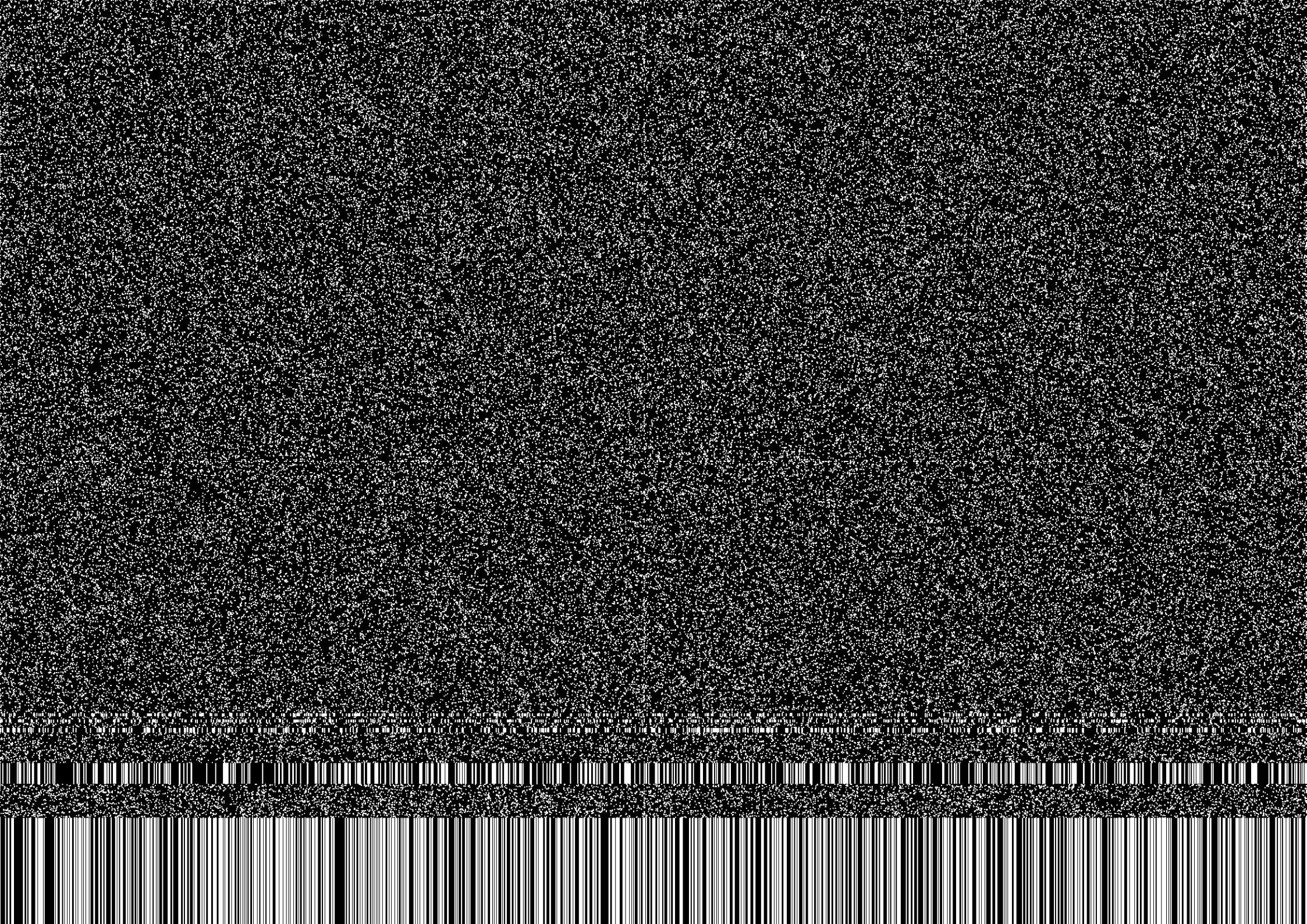
31 August 2023

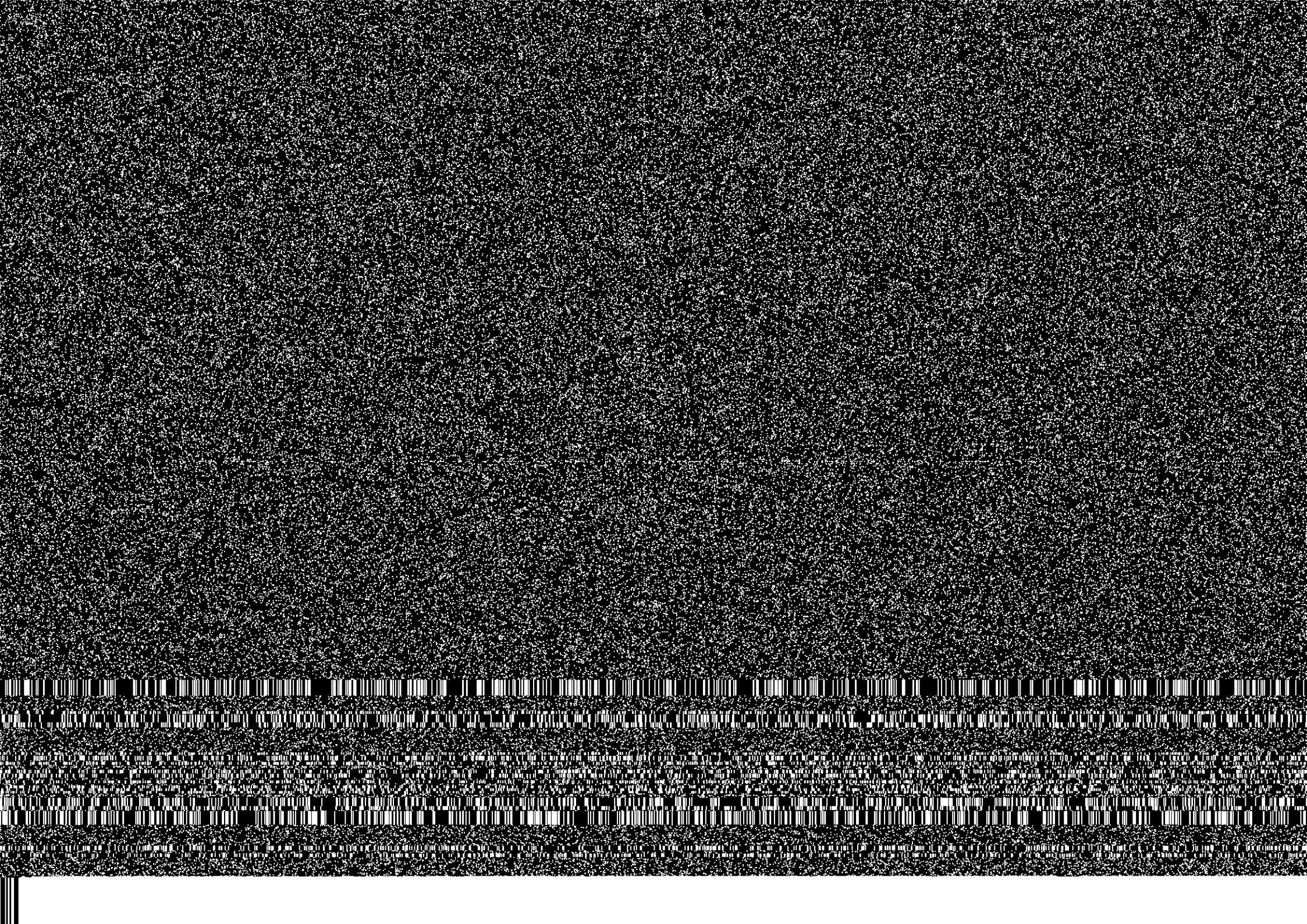
THE PACE CENTRE LIMITED
(a company limited by guarantee)

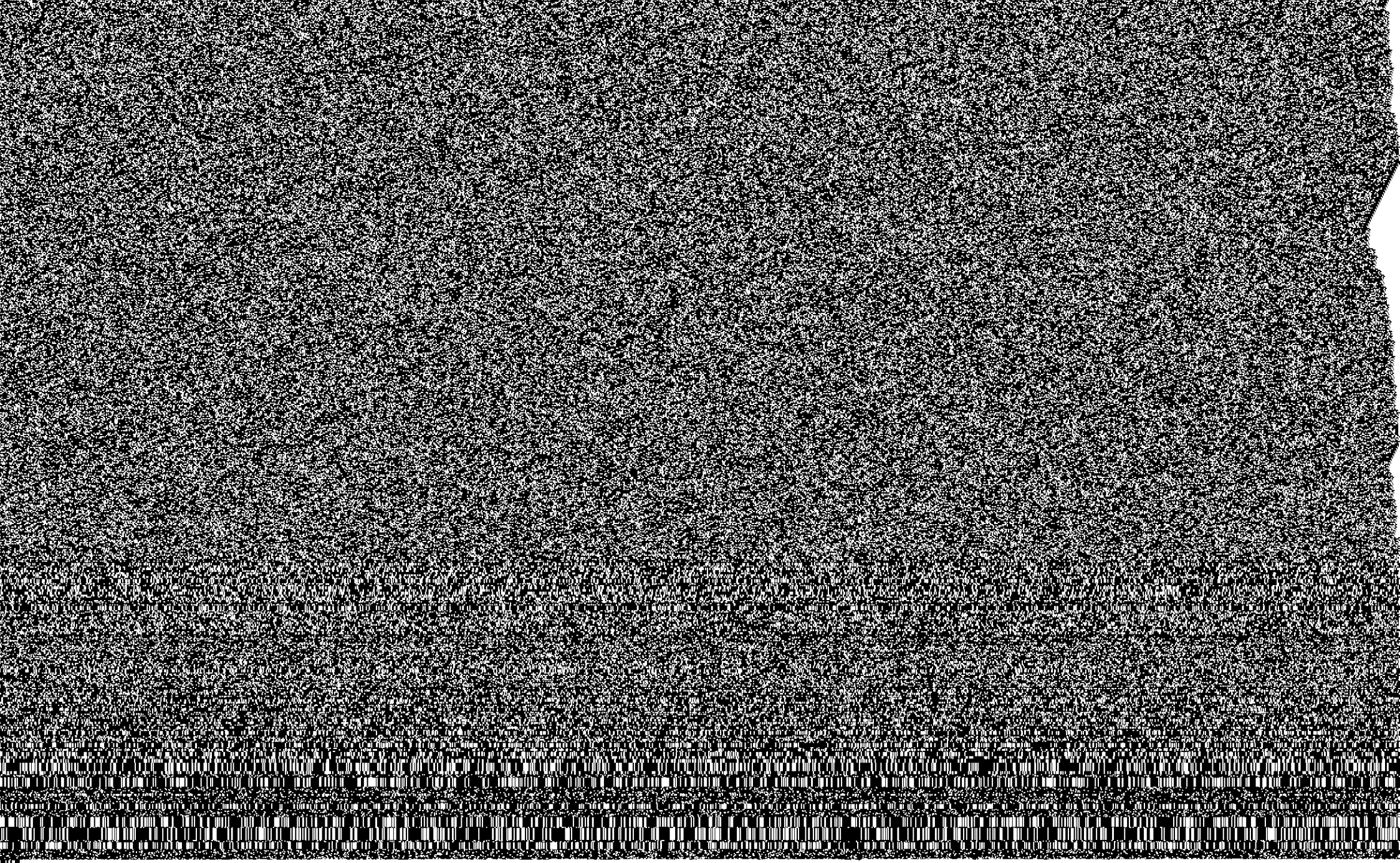
Contents

Company Information	1
Trustees Annual Report	2
Statement of Trustees' Responsibilities	19
Independent Auditor's Report to the Members of The Pace Centre Limited	20
Statement of Financial Activities	24
Balance Sheet	25
Statement of cash flows	26
Notes to the financial statements	27









Our Aims and Objectives (continued)

3. **The need to train and share expertise with our own staff and others in the specialist area of neurodisabilities**

   Pace is committed to building expertise in our specialism within our own staff team and in the workforce generally. We offer the following training and development opportunities to our own staff and external practitioners:

   - **Student Placements:** Pace is pleased to have been able to offer undergraduate placements for students in Occupational Therapy and Conductive Education. We also regularly host students wishing to gain work experience as part of their sixth form or higher education courses
   - **Training Courses:** With the availability of the Cazenove Training Suite, opened as part of the Weston Centre at our Bradbury Campus in 2016, Pace has been able to offer an increased level of training in cerebral palsy and related aspects to our own staff as induction training and ongoing professional development.

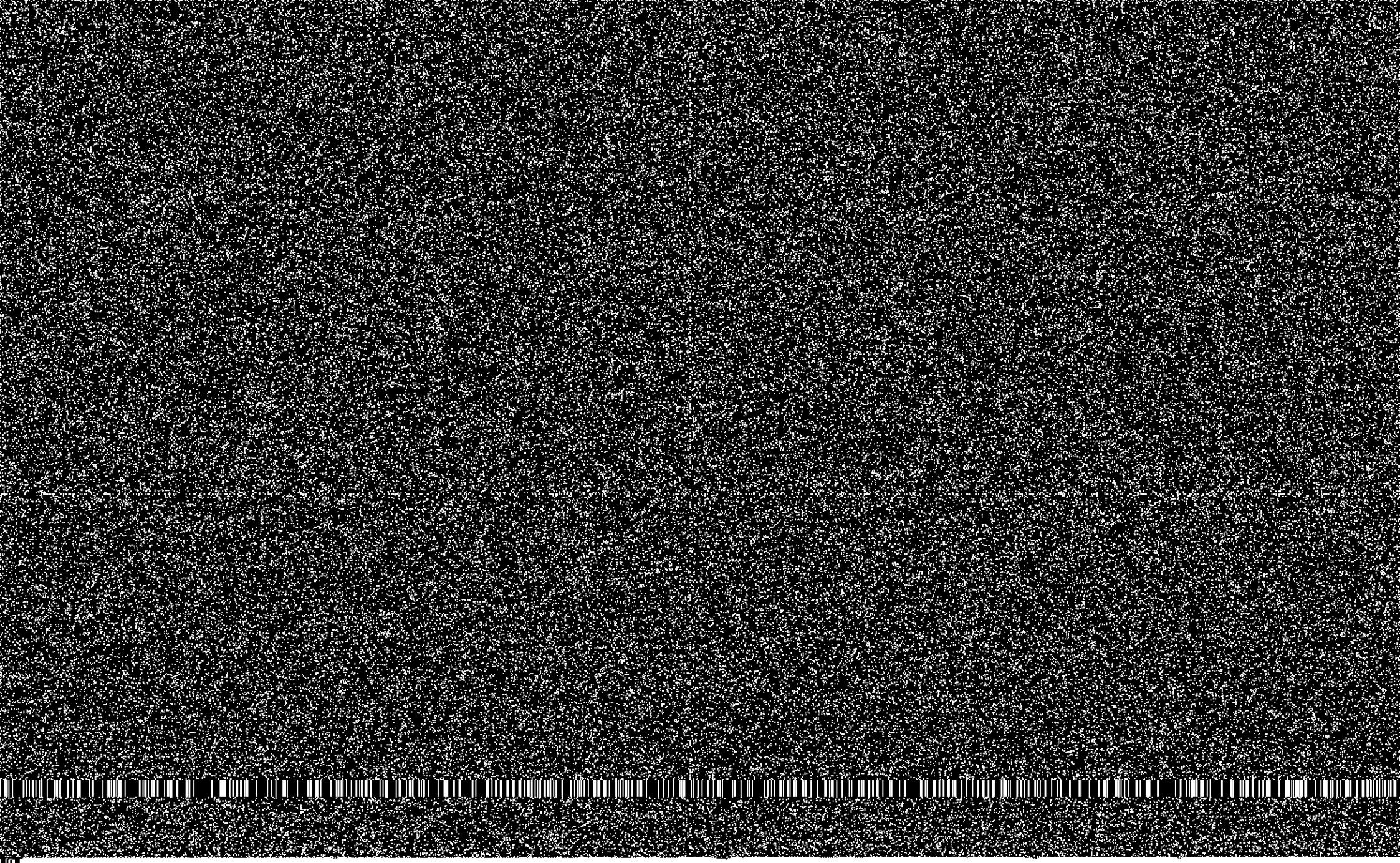
This rigour in our training provision has brought us to a place where we can increasingly offer training courses to other centres and practitioners, both locally through the Cazenove Training Suite and online through our digital services, which are described in more detail within the strategy section of this report.

Our Impact:

We take very seriously the need for us to measure, report and learn from the outcomes we achieve for our children, young people and families, as evidenced by the continuing focus on that work within our strategic priorities outlined below in the section Strategic Progress. Our website details both the outcomes that we achieve for our children and also the journey we are on developing our impact reporting practice. We continue to focus on enhancing our outcome measurement and reporting frameworks, to enable us to better report our impact to stakeholders, to improve our own practice and as a means to demonstrate and disseminate our practice to others.

Public Benefit

In establishing the annual objectives and activities which will fulfil Pace's overall aims, the trustees have regard to the principles of public benefit at all times. It is central to the charity's ethos to assist children and young people on the basis of educational and medical suitability for the services offered and not to impose narrow geographical boundaries or unreasonable financial burdens on those that attend. Pace needs to fundraise on behalf of every child, whether they attend full or part time, as the costs for each child substantially exceed the combination of statutory (LEA) funding and parental contributions. In addition, there have always been children in attendance who are not in receipt of any LEA funding, either for part or the whole of their time at Pace. This is particularly true for children in our early years' service which is heavily subsidised by our charitable income.



Strategic Progress

The following section outlines the 2023 objectives that the trustees established and Pace's progress against them.

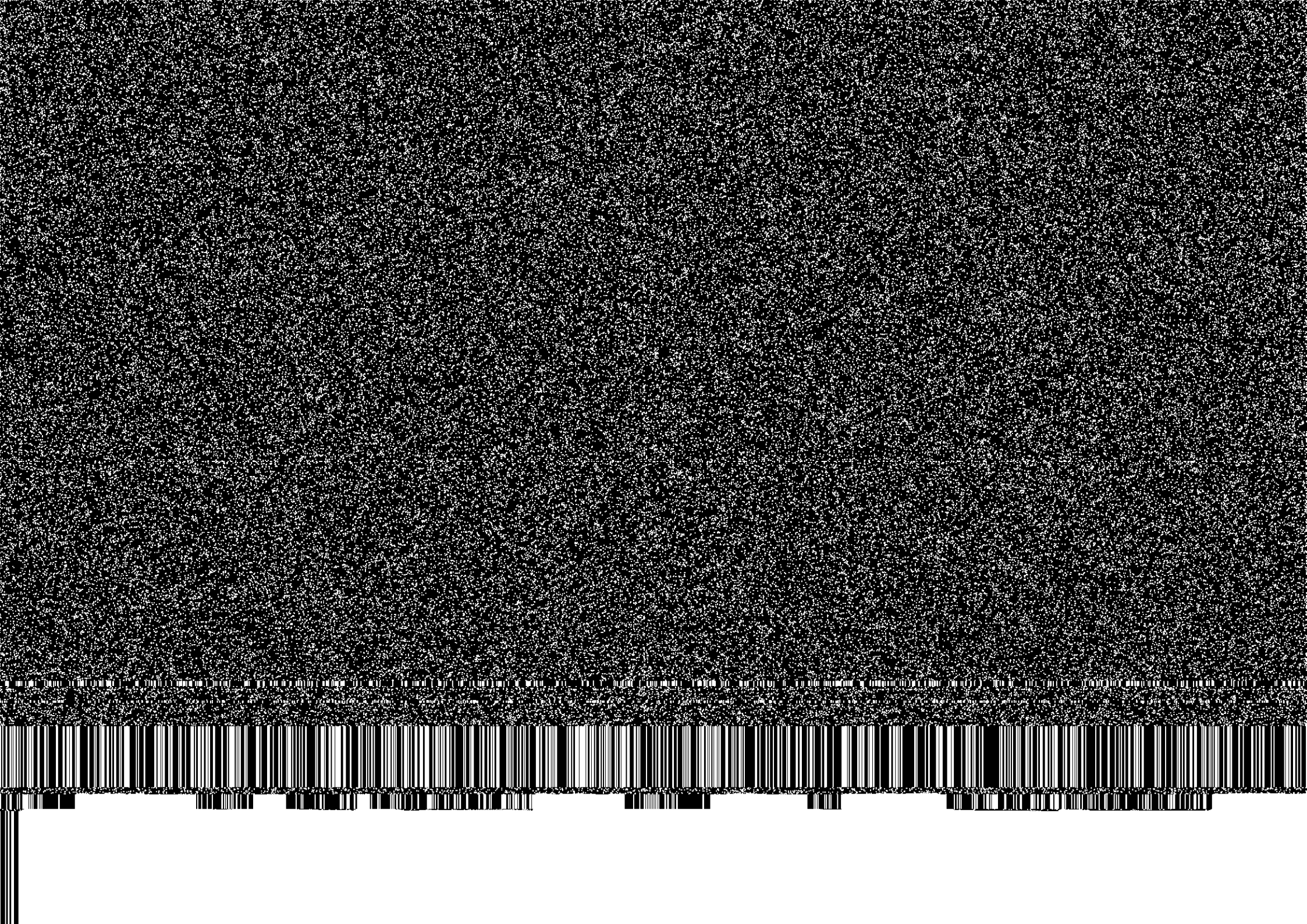
Achievements and performance:

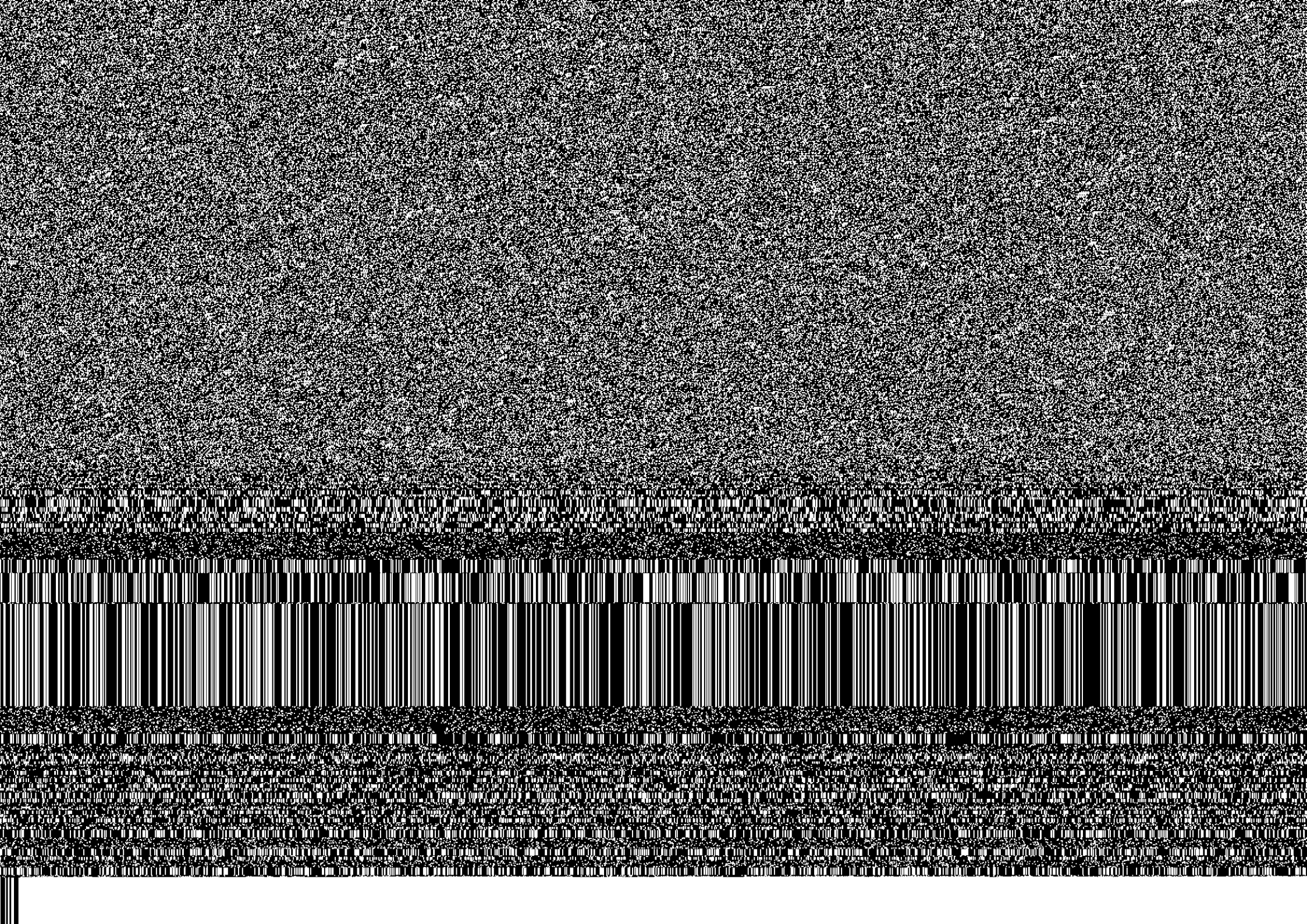
The trustees have been very pleased with the significant amount of progress towards Pace's strategic objectives, despite the shorter period covered by this report. The trustees believe that continued progress against these strategic programmes are helping Pace to realise its long held vision "...that every child in the UK with a neurodisability, and their family, can access educational and clinical support aligned with the Pace approach". The objectives for 2022/23 reflected a great deal of continuity from the prior year, given the multi-year nature of our core strategic objectives.

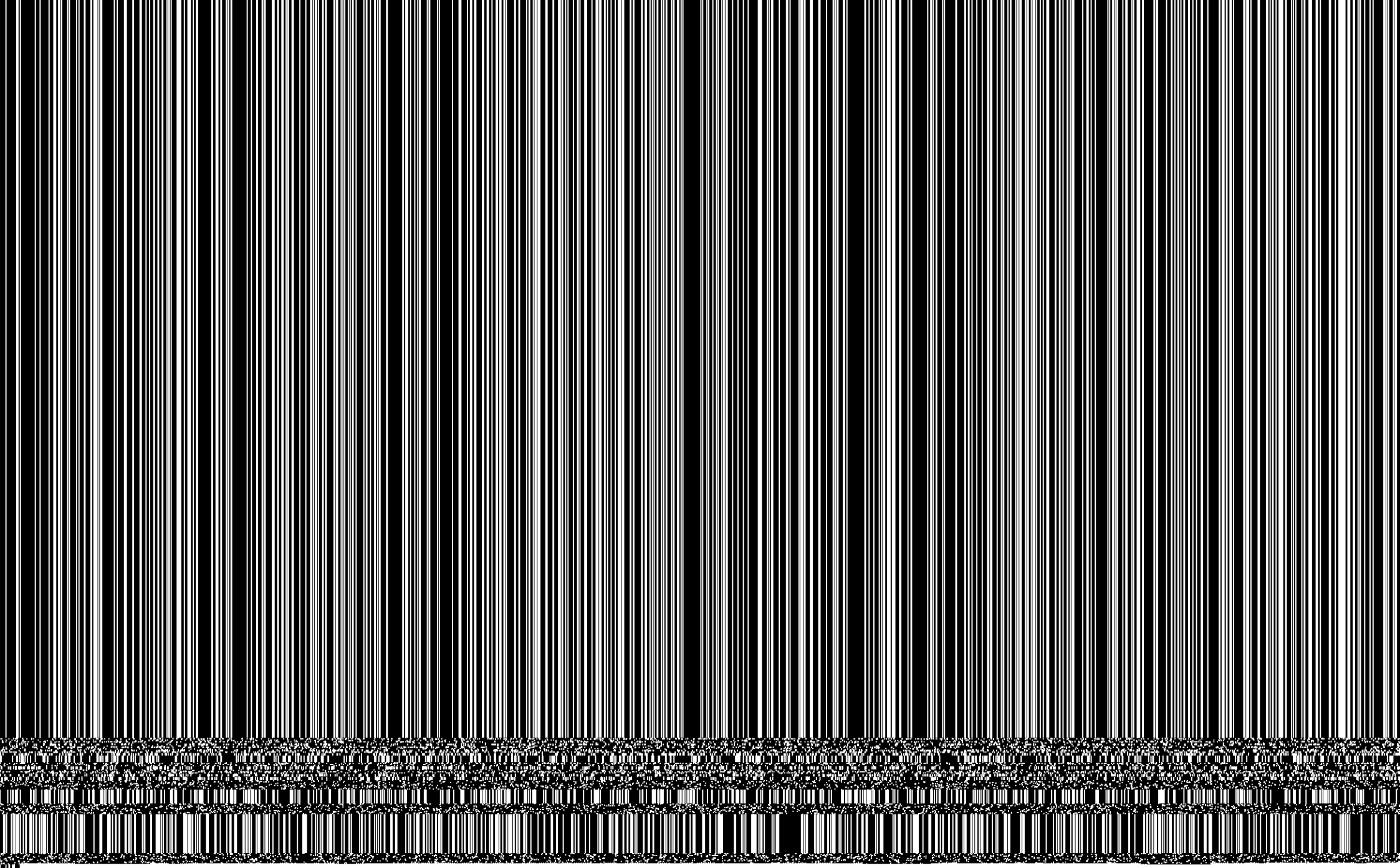
Objectives for 2022/23	Activities and achievements
Pace Digital	
We will continue to develop digital support and advice content for our new website:	The advice and support hub has over 50 items attracting over 17,600 users. We have now included a parent podcast on communication devices and using augmentative and alternative communication.
We will complete the first phase of our new Dynamics Database, to manage data relating to children and families, and decommission the existing legacy database.	The first phase of the Dynamic database has been completed. During testing of this phase, we identified that to get the systems to work will take investment beyond our means. We have refocused our efforts on developing a stack of databases that are fit for purpose, have connectivity that enable us to deliver against our objectives and achieve the business insight, without the cost, and risk, of needing to maintain and continuously develop a bespoke system.
We will deliver, the third phase of Pace Digital, our online learning platform.	Recruitment and capacity of staffing has meant developing courses around Pace practice has been challenging. The first course is under development with our creative and web agency. As part of our Smart Programme strategy, we have developed 16 short information videos, podcasts and training pieces, these can be viewed in our advice and support hub https://thepacecentre.org/advice/ (filter by "communication").

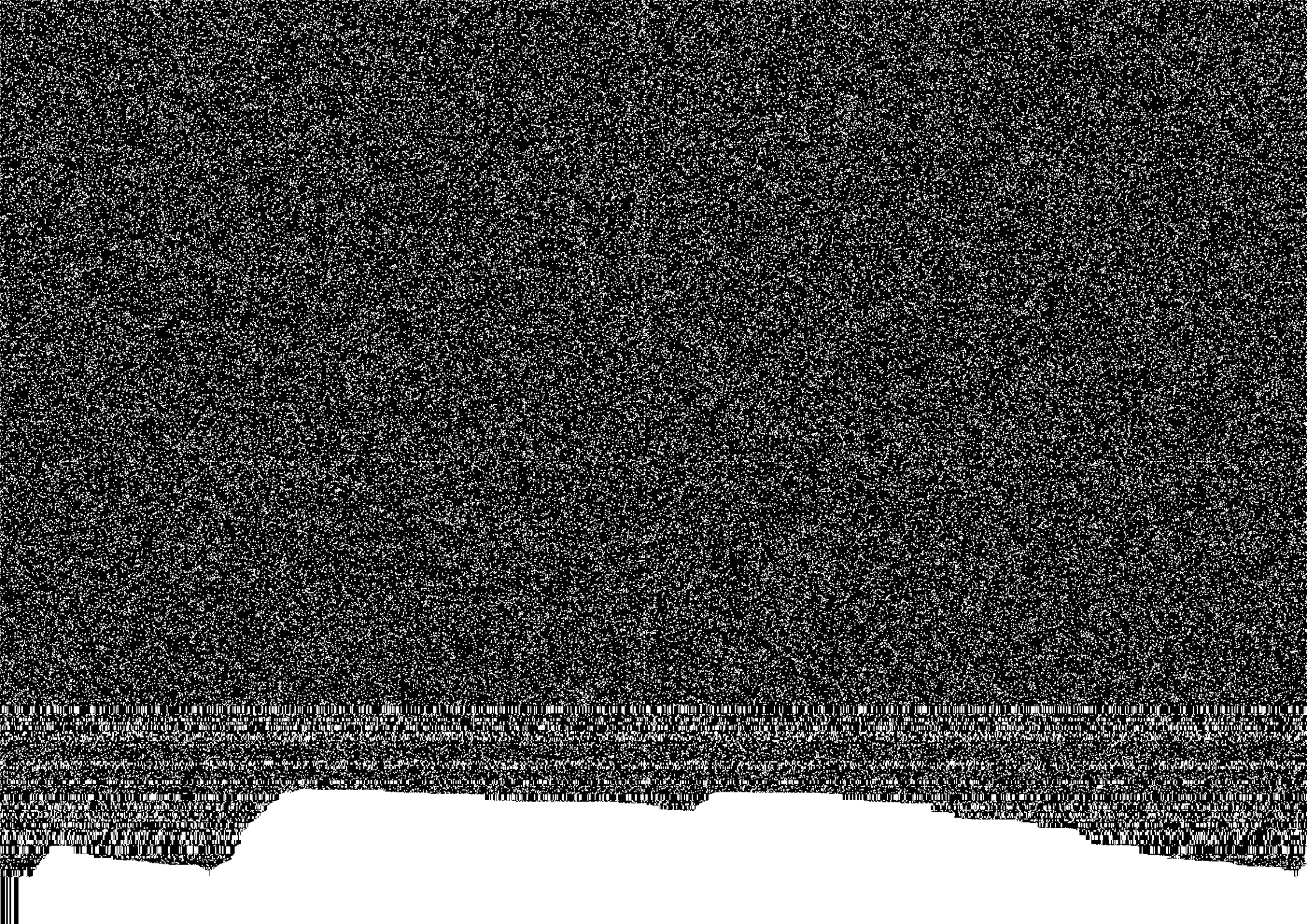
Pace Digital (continued)	
	We can now deliver Management and Supervisor training as well as Level 3 and 4 educational training courses to our LSA's, in partnership with Highfields Training. We have started commercialising our training capacity and delivered our First Aid at Work training to 8 external participants, with further courses planned. We have the potential to deliver First Responder training in the future. This is a diversification of our original training plan; however, having this resource in-house reduces internal training costs, generates commercial income and helps to establish Pace as an external training provider.
SMART Programme	
We will roll out further SMART classrooms within Pace School, focusing in particular on SMART classroom delivery within our primary school and door automation throughout both sites.	We have secured funding and installed digital access points to all doors at both locations. Funding has been received for Smile Smart Drivedec, which enables children with the most complex needs to move independently around the school. We have funded a second AT Trolley so both sites have access to a better array of switching, computers and interfaces.
We will continue to fund and deliver enhanced AT delivery for children under 5 in our early intervention programme, particularly the recruitment of an AT-specialist therapist and the development of an AT-rich home simulation environment.	We have secured funding for an additional Assistive Technology (AT) therapist to integrate AT within our early intervention practice. The new therapist started on 1st September 2023. We have funding to create an assistive technology library of equipment for our early intervention service. This allows us to demonstrate or lend AT to families in order to test what works and to coach families in using the equipment to support successful uptake at home.

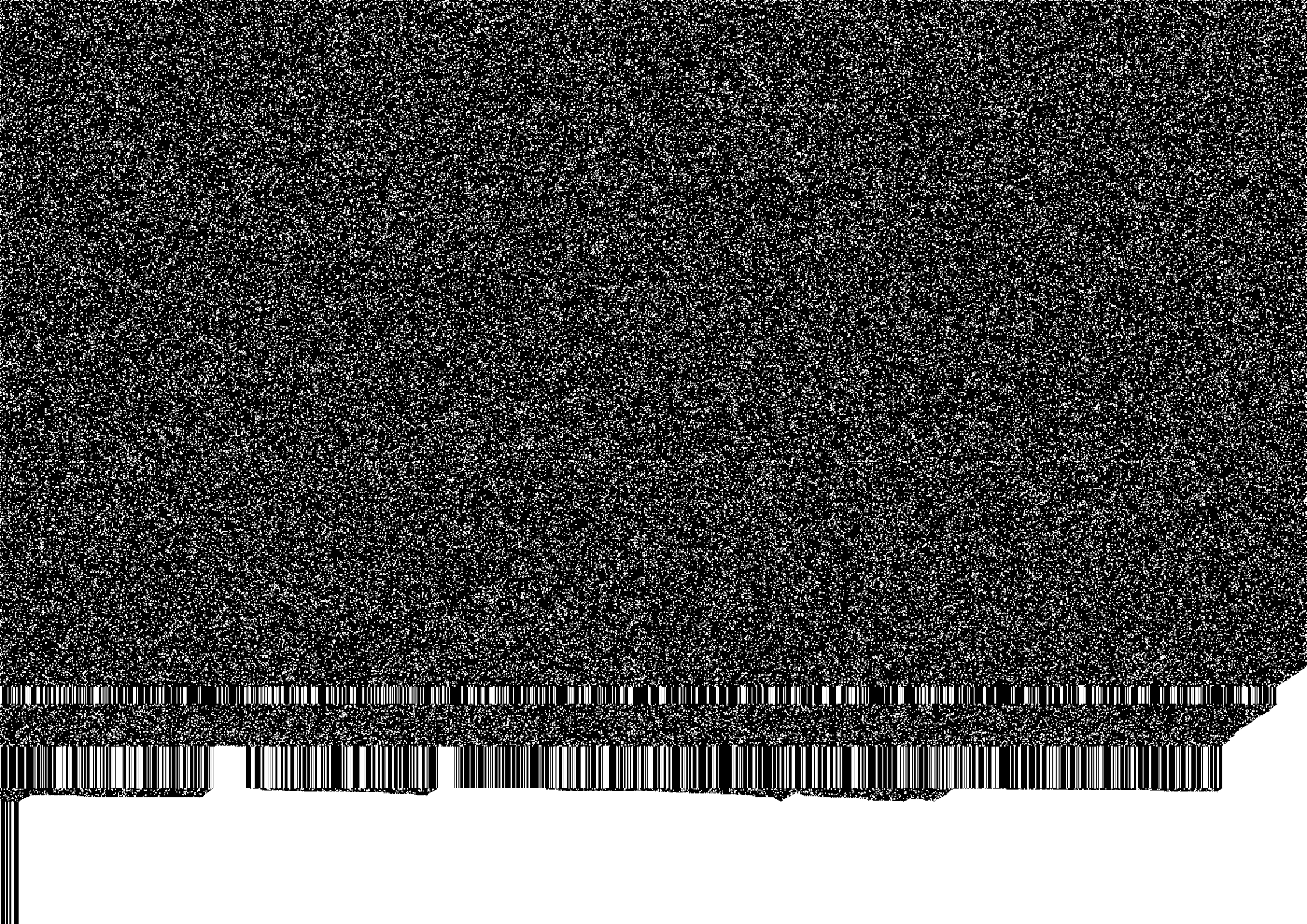
SMART Programme (continued)	
We will deliver the Seven Stages of Switch Development programme.	The creation of seven stages of switch development is complete. This includes a progression framework, intervention curriculum and activities, assessment tool and social stories – all of which have been written with the switch user at the centre. Desk research was carried out into existing pathways as well as user research into the proposed frameworks. We tested characters to support the development of the programme with switch users. Peer reviews have also been carried out with other AT/Switch specialists. We have delivered a presentation on the 7SSD, at Communication matters and London SEN (London AAC CEN). The feedback from the sector has been positive. The product launched in November 2023.
Child and Family	
We will continue to fund and deliver our early intervention programme, expanding the number of babies and toddlers we can see free of charge and continuing to embed our outcome measurement framework.	Over the year we have supported 127 babies and toddlers with neurodisabilities (from birth to 3 years 11 months) and their families. We estimate the family members reached to be 317 (2.5 times the child number). We delivered 679 therapy sessions (compared to 446 in Y1), including speech and language therapy, physiotherapy, occupational therapy and conductive education, alongside coaching and advice for parents and families. Parents continue to rate our Early Intervention service highly with 82% rating it as "excellent" and 18% as "good". October 2022.











Financial review (continued)

- On a pro rata basis, income from charitable activities increased compared to the period ended 31 August 2022 due to the uplift of fees to local authorities for school placements to cover the inflationary increase to the cost of delivering our services.
- Income from fundraising events increased due to in-memory fundraising, successful international fundraising cycling events and our golf day.
- Treasury management opportunities enabled us to capitalise on higher interest rates.

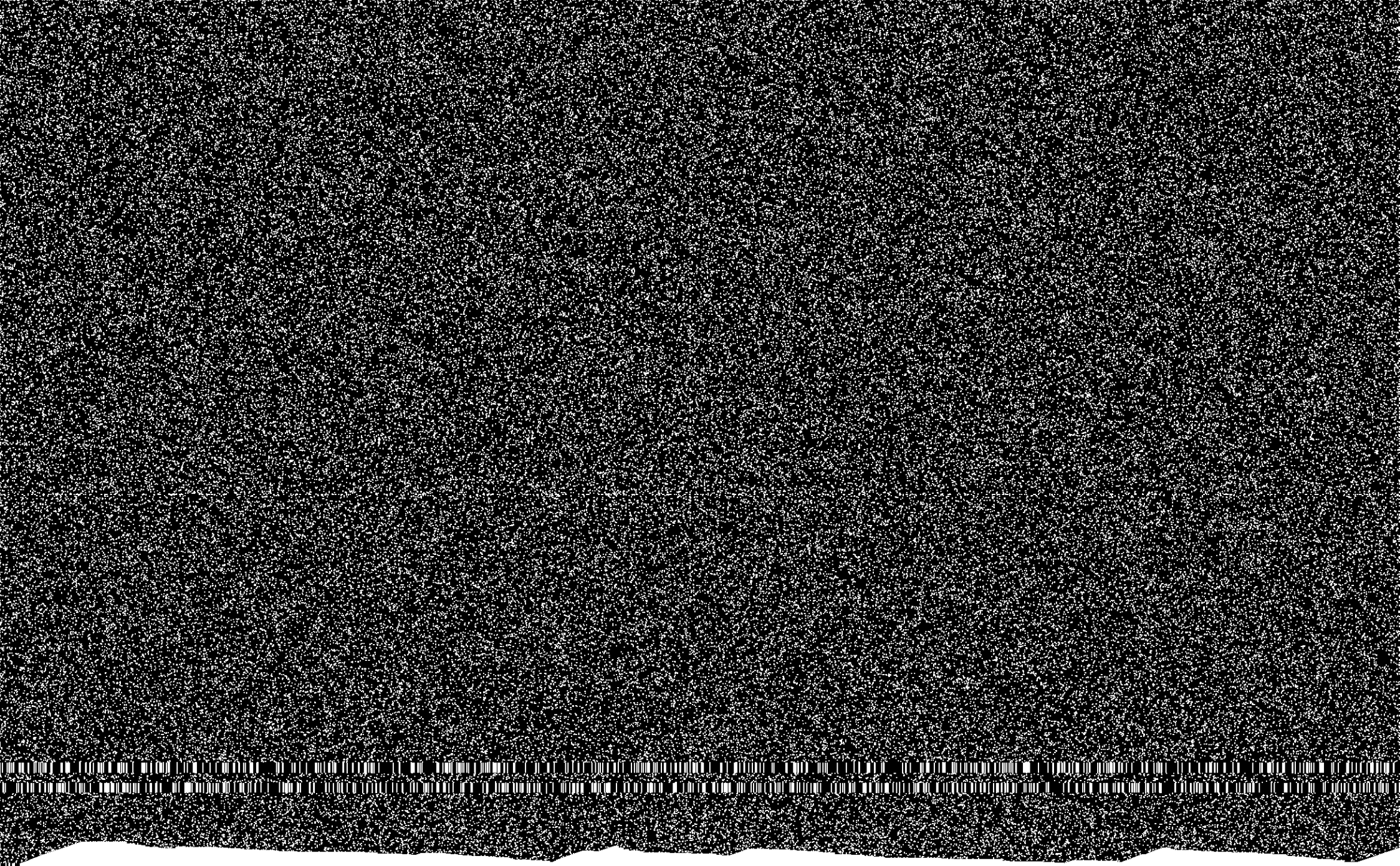
Total expenditure, on a pro rata basis, has increased in the current reporting period as a result of:

- Staff pay increases have been awarded as a reflection of the cost of living and are benchmarked externally with sector-wide pay.
- Fundraising costs were high due to an increase in headcount and the additional activity of the biennial international cycling event.

The cash flows of the charity showed a net increase in cash of £532,769 (31 August 2022 decrease: £325,308) as a result of lower debtors and higher creditors at the year end, compared to the prior period.

Investment Policy

The trustees feel that the most appropriate policy for investing the unrestricted reserve is a deposit account or fixed-term deposit (with a maximum maturity of two years) with a major UK institution, preferably in a product that has been designed for the charity sector.



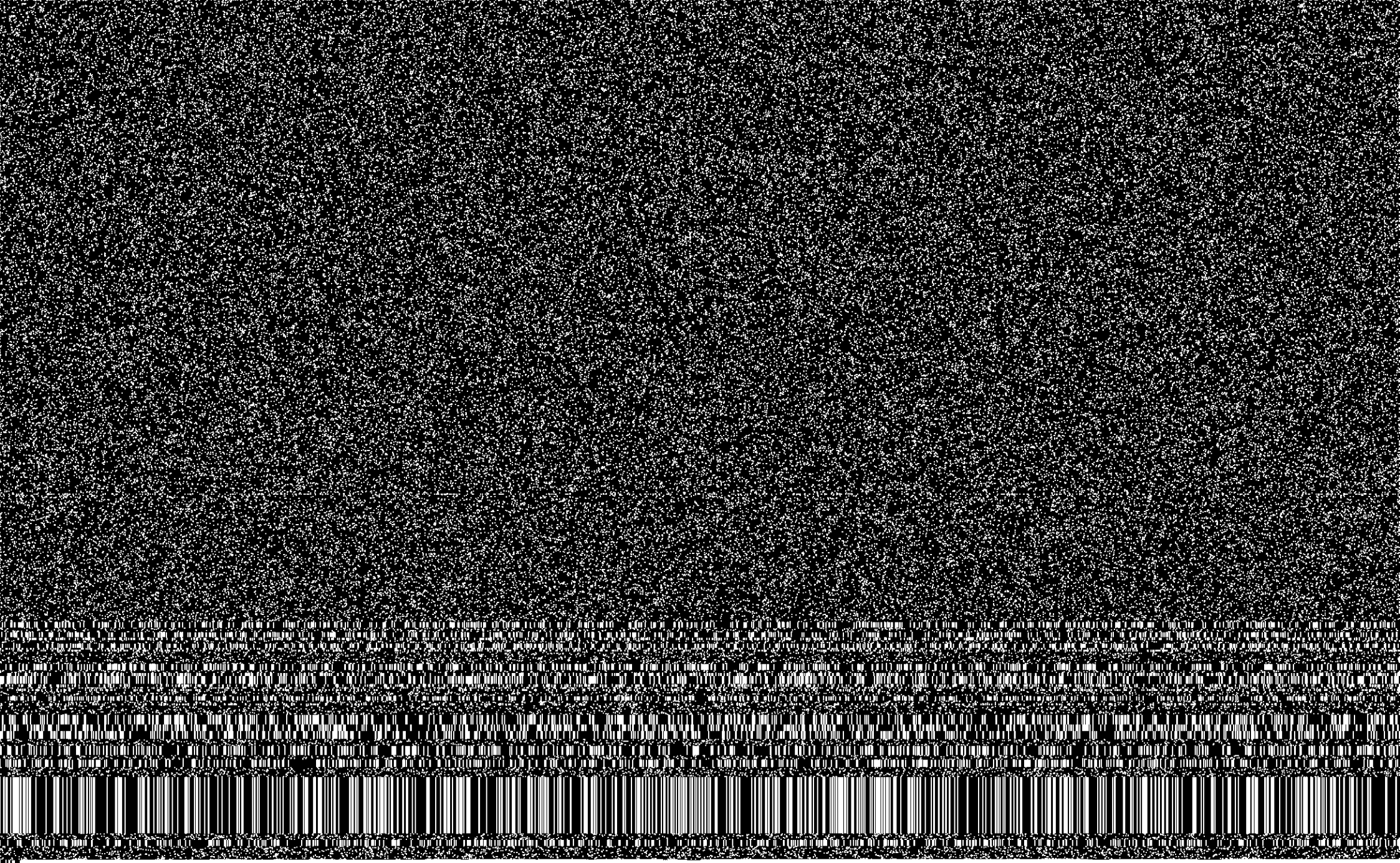
Financial review (continued)

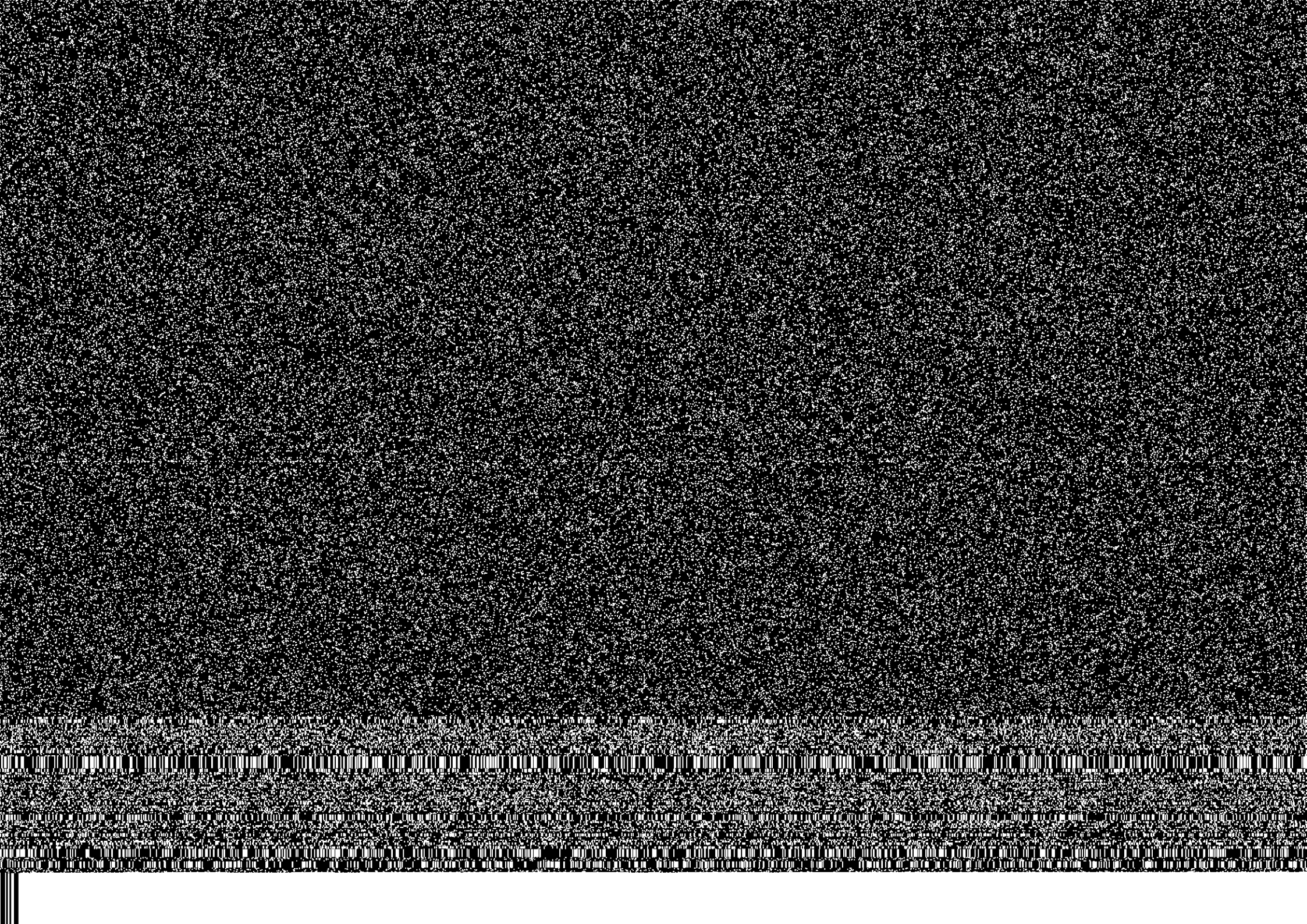
Risk Review

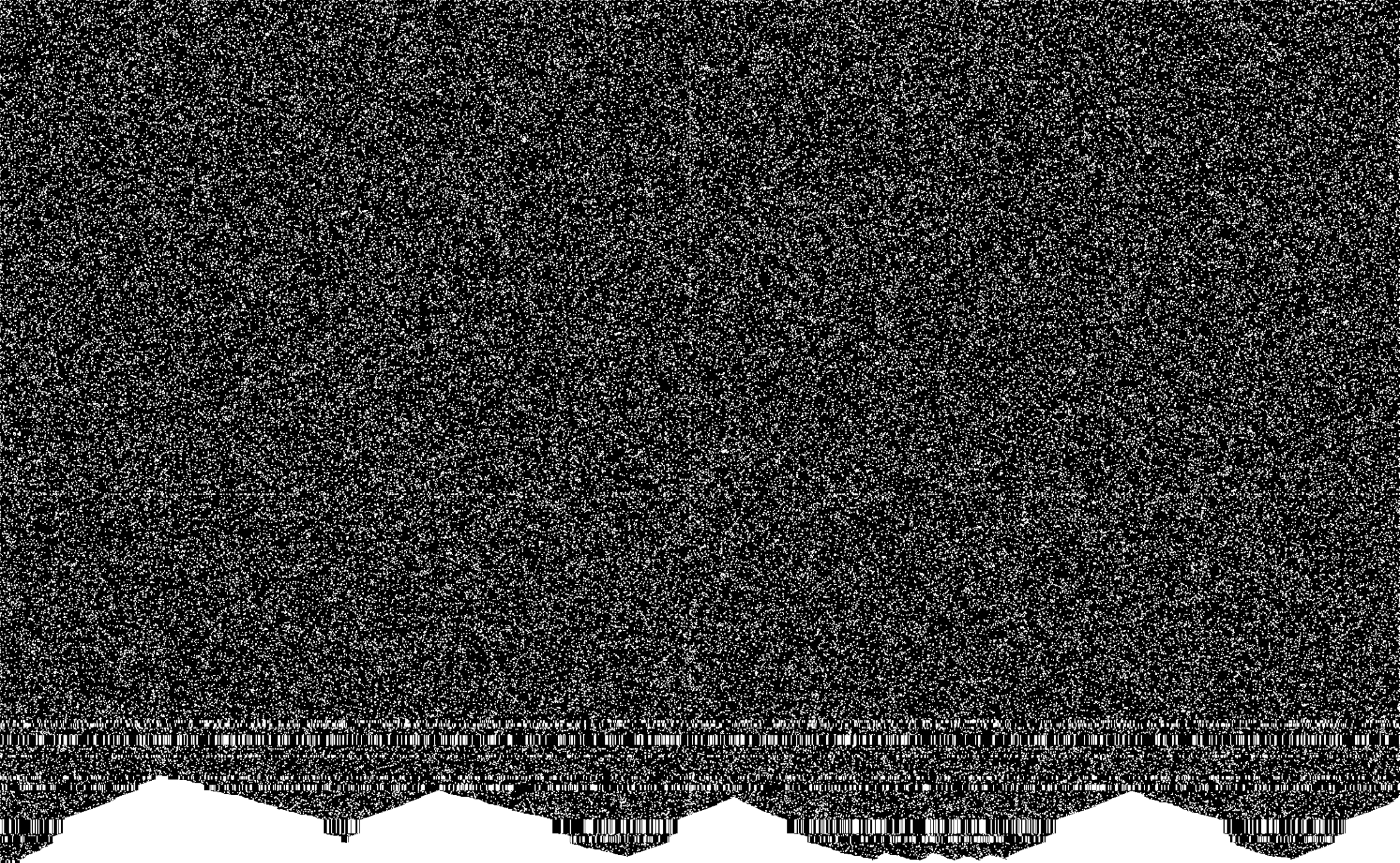
The trustees, together with staff, have implemented controls and procedures throughout the organisation to minimise external and internal risk and ensure a consistently high quality of education and care for the children and appropriate working conditions for staff. At a strategic level, and as noted elsewhere in this report, the trustees have continued to focus on the mitigation of the key risks; the need to maximise the cash resources of the charity and the need for the charity to continue to be sustainable.

The key risks have been identified as follows:

- The School does not meet the practice, educational and regulatory standards required of a school as measured by Ofsted and the Department for Education. The risk would be that our reputation as an Outstanding school would be lost and this would impact on pupil placement at the school and our charitable fundraising. To mitigate this risk, on joining the organisation, all staff members receive rigorous induction training including safeguarding, health and safety, educational and clinical practice modules, observation and assessment by the senior team. In addition, all staff members are required to read all the regulatory policies held on the organisation's intranet in their first month and their supervisor ensures that this has been done. The Director of Education reviews these policies on a regular basis and any changes are communicated to all staff. If a breach, however small, is noticed, all staff are reminded of the policy. Regulatory training is carried out for all staff routinely throughout the year. Pace has very clear and robust standards of practice which are shared with new staff and existing staff at performance reviews.
- Safeguarding of children at Pace is paramount. The risk is that a serious incident relating to non-compliance with the statutory guidance would affect our reputational risk and the placing of children at the school. All staff members have training in child protection as soon after their appointment as possible. Any issues are brought to the attention of the designated safeguarding officer and are followed up immediately. There are termly safeguarding and health and safety monitoring meetings which review any matters. Nominated trustees have overall responsibility for safeguarding and health and safety and carry out spot checks from time to time to ensure compliance. Safeguarding and health and safety are on all Senior School Management team, Leadership team and Trustee meeting agenda.







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.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

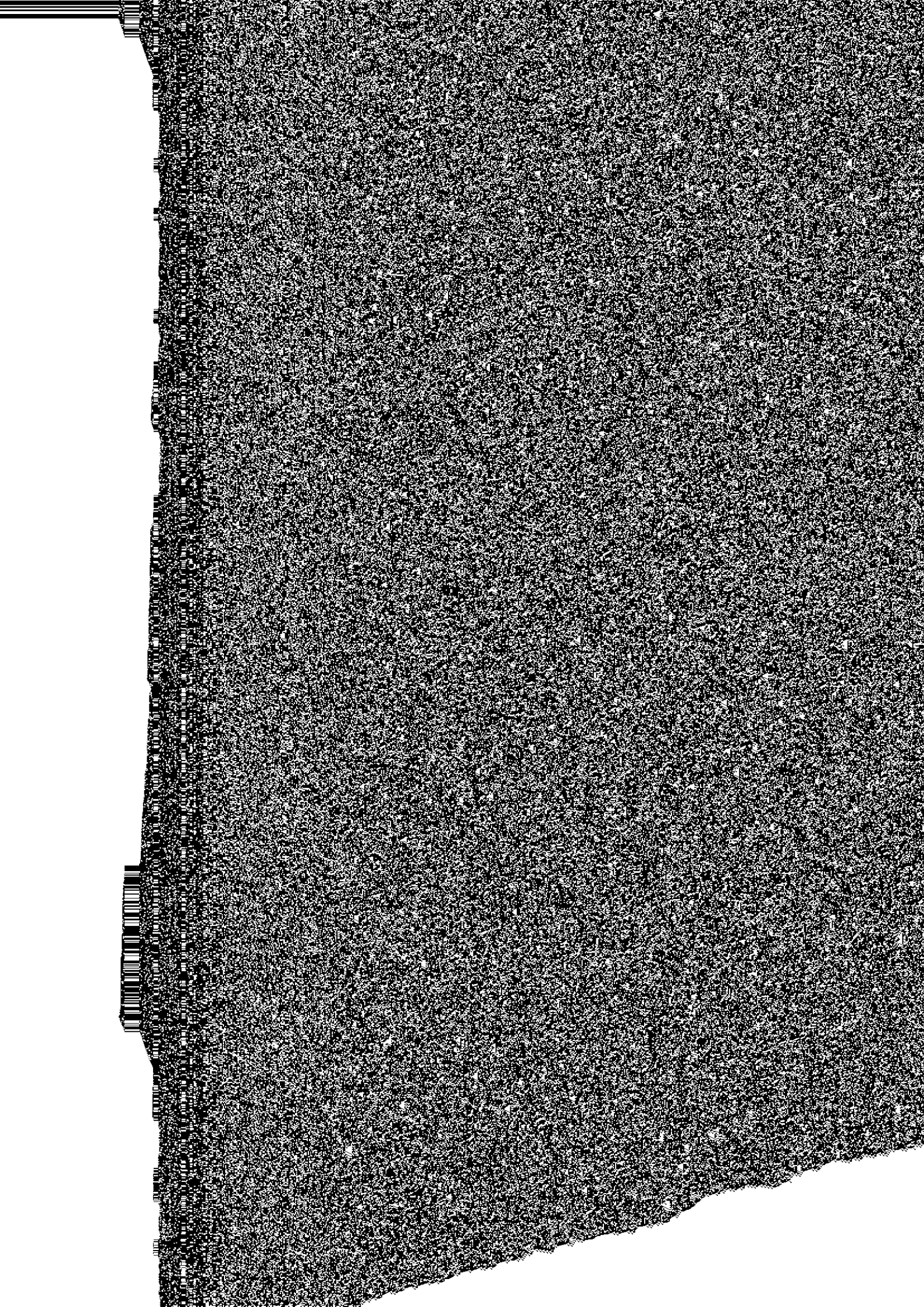
- the information given in the trustees' report, which includes the directors' report and strategic report prepared for the purposes of company law, for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters 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' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.



enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

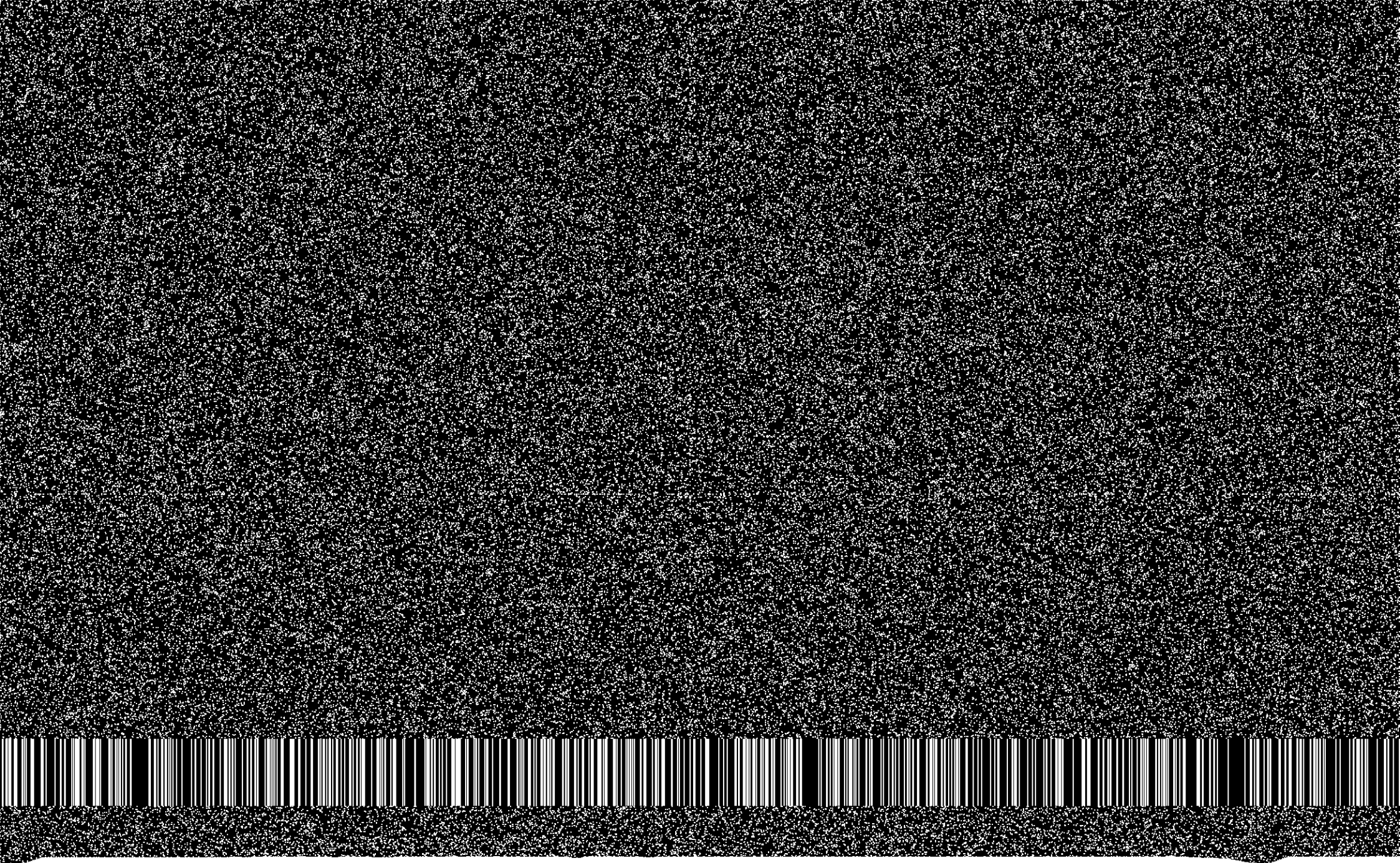
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk 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.

Use of our report

This report is made solely to the 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 anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services

Paul Creasey (Senior Statutory Auditor)
For and on behalf of Azets Audit Services
Statutory Auditor & Chartered Accountants
Beaconsfield
28 November 2023



THE PACE CENTRE LIMITED
Company registration number: 02707807

Balance Sheet

as at 31 August 2023

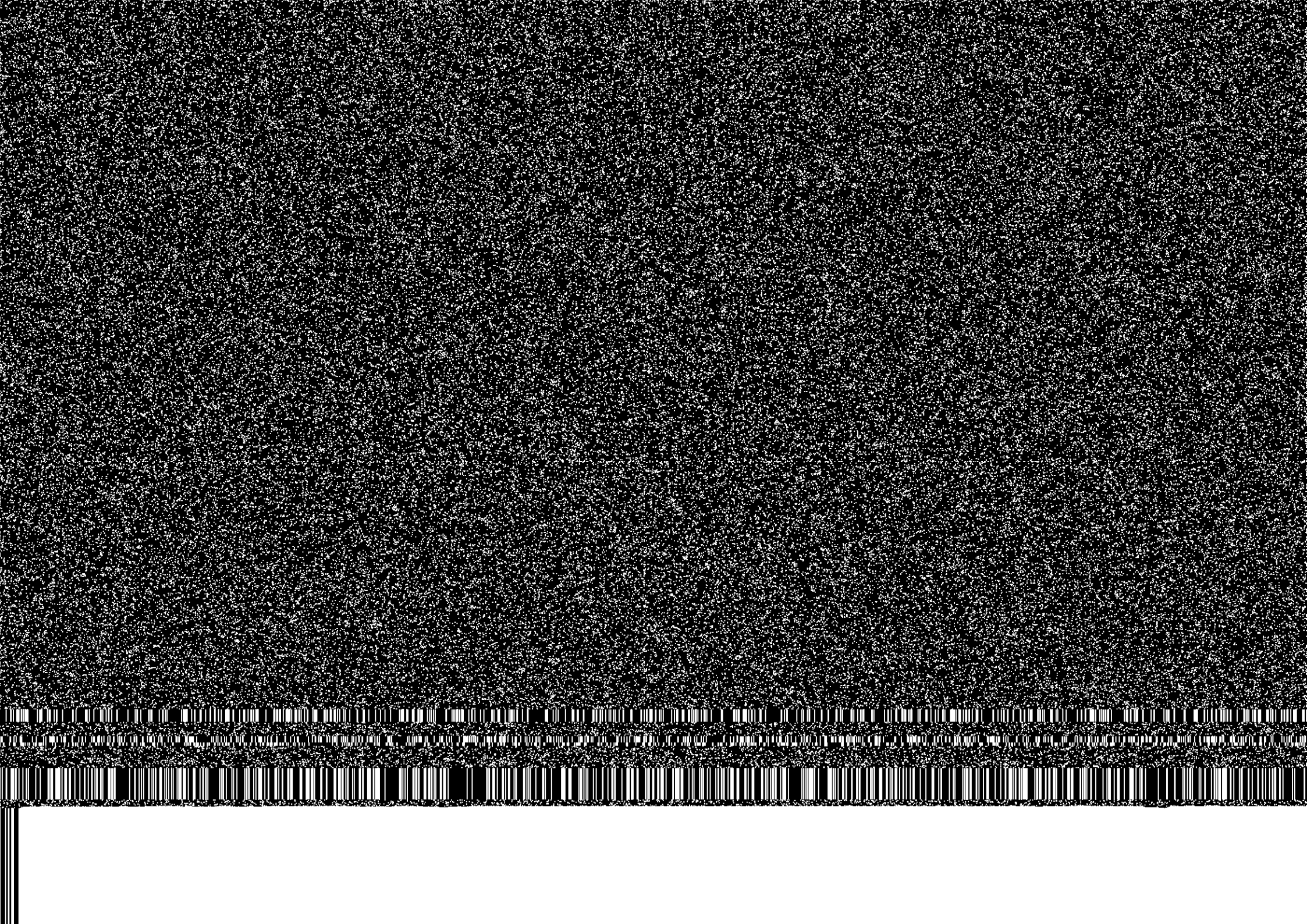
	Note	31 August 2023 £	31 August 2023 £	31 August 2022 £	31 August 2022 £
Fixed assets					
Tangible assets	10		**1,966,824**		2,047,900
Current assets					
Debtors	11	**220,879**		465,207	
Investments	12	**878,990**		782,235	
Cash at bank and in hand		**1,153,687**		620,918	
		2,253,556		1,868,360	
Creditors: amounts falling due within one year	13	**(902,581)**		(829,738)	
Net current assets			**1,350,975**		1,038,622
Total assets less current			**3,317,799**		3,086,522
Creditors: amounts falling due after more than one year	14		**-**		-
Net assets			**3,317,799**		3,086,522
Charity funds					
Restricted funds	15		**2,016,717**		2,182,283
Unrestricted funds	15		**1,301,082**		904,239
Total charity funds			**3,317,799**		3,086,522

These accounts were approved by the trustees on 28 November 2023

HShepherd

Mrs H Shepherd
Chair

The accompanying notes form part of these financial statements



1 Summary of significant accounting policies

The significant accounting policies applied in the preparation of these financial statements are set out below. These polices remain unchanged from the prior year. In 2022 the trustees agreed to shorten the year end to 31 August to bring it in line with the school year. As a result of the shorter accounting period, the prior year figures may not be entirely comparable.

a) General information and basis of preparation.

The Pace Centre Limited (also known as Pace) is a private company limited by guarantee incorporated in England and Wales.

The charity constitutes a public benefit as defined by FRS 102. The financial statements have been prepared in pounds sterling (which is the functional currency) under the historical cost convention, the Companies Act 2006, 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) and UK Generally Accepted Accounting Practice as it applies from 1 January 2019.

b) Significant estimates and judgements:

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

- depreciation rates (see (h) below)
- allocation of support costs (see (g) below)

c) Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors. The aim and use of each restricted fund is set out in the notes to the financial statements.

d) Going concern

The financial statements have been prepared on a going concern basis.

The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of approval of these financial statements. Detailed cash flow forecasts have been prepared and reviewed by the trustees and continue to be reviewed on a regular basis against actual results.

f) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes the costs associated with the Fundraising team, including payroll for the members of that team and the direct costs of fundraising events
- Expenditure on charitable activities includes the cost of clinical and teaching staff together with the costs of providing the educational and therapeutic interventions
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

g) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include strategy development. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. General overheads have been allocated on a staff pro rata basis.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 7.

h) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Improvements to long leasehold land and buildings	25 to 32 years straight line
Fixtures, fittings and equipment	3 to 10 years straight line

Assets costing over £5,000 are capitalised at cost.
Assets costing over £2,000 are capitalised at cost at the discretion of the Chief Executive.

i) Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

n) Concessionary loans

Concessionary loans received for the purposes of furthering the objectives of the charity are initially recognised in the balance sheet at the amount received and are subsequently adjusted to reflect any accrued interest payable under the terms of the agreement.

2 Income from donations, grants and legacies

	Year ended 31 August 2023			8 months ended 31 August 2022		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Donations and grants from trusts and foundations	704,034	349,020	1,053,054	290,796	139,223	430,019
Government grants	-	-	-	-	51,065	51,065
Legacies	22,324	-	22,324	-	-	-
Donations	726,358	349,020	1,075,378	290,796	190,288	481,084

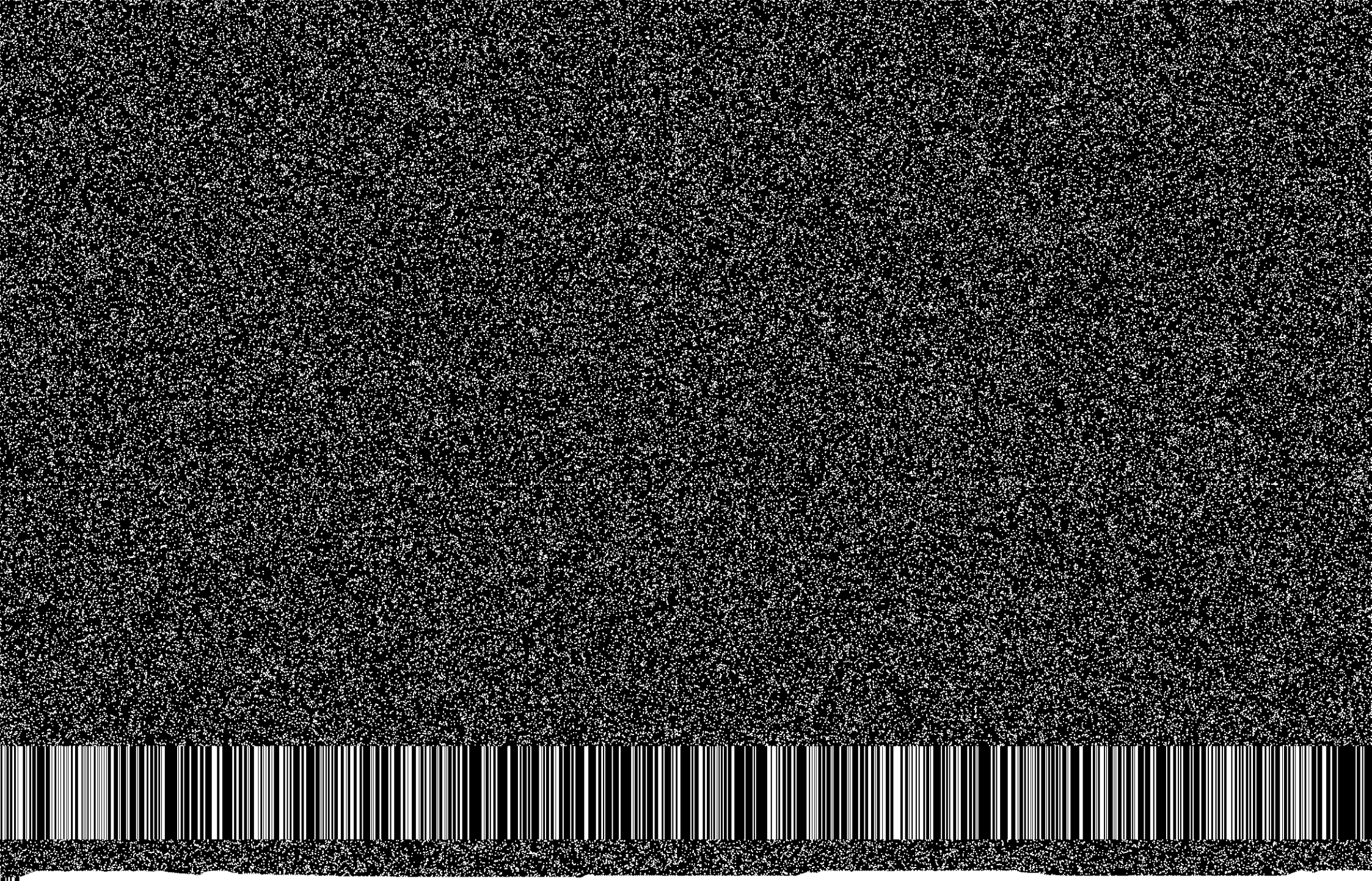
Pace benefits greatly from the enthusiastic support and involvement of its many volunteers and supporters. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

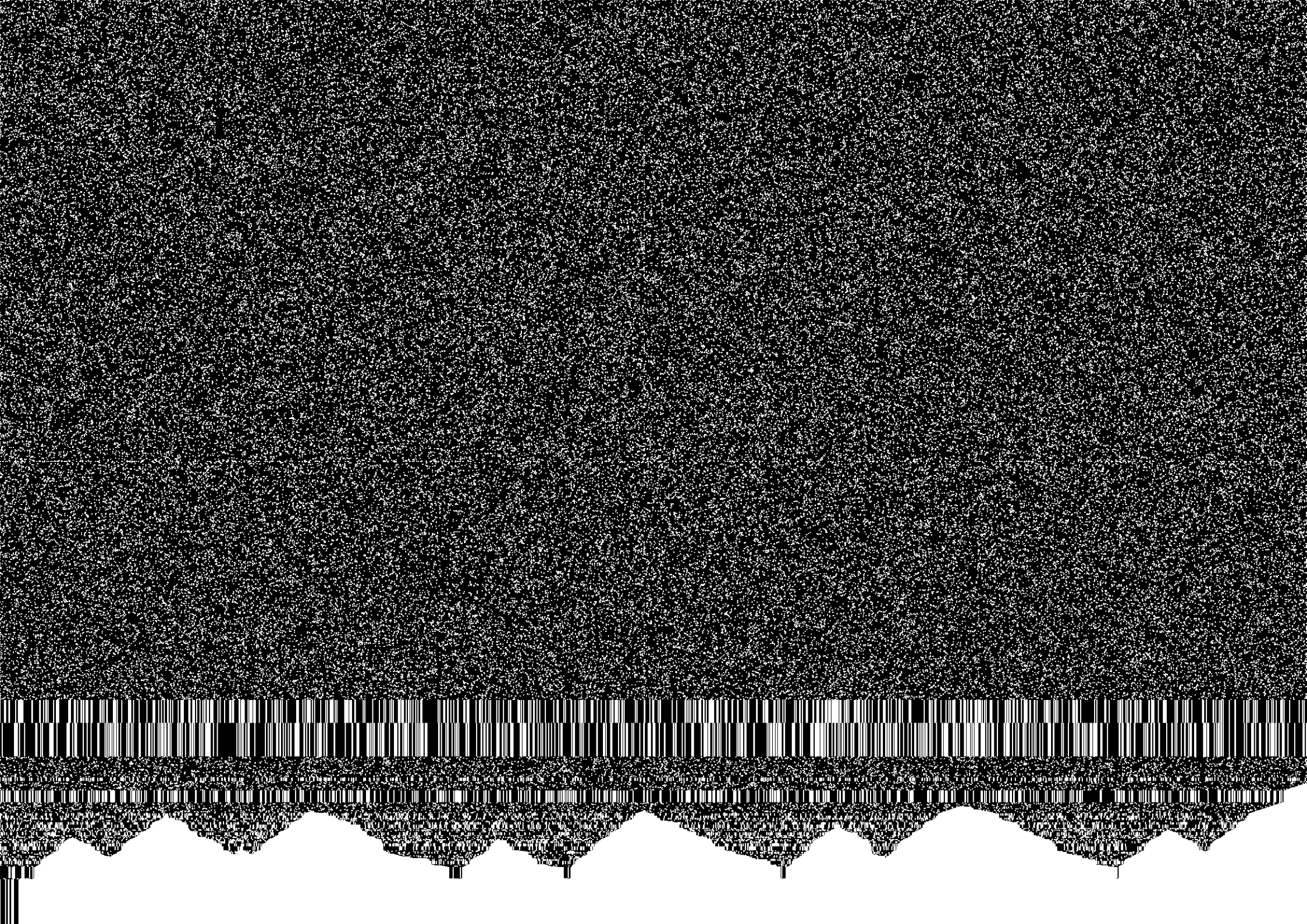
The government grants in the prior period are the monies received in respect of the "furlough" scheme and additional statutory sick pay monies in response to the issues faced by COVID 19.

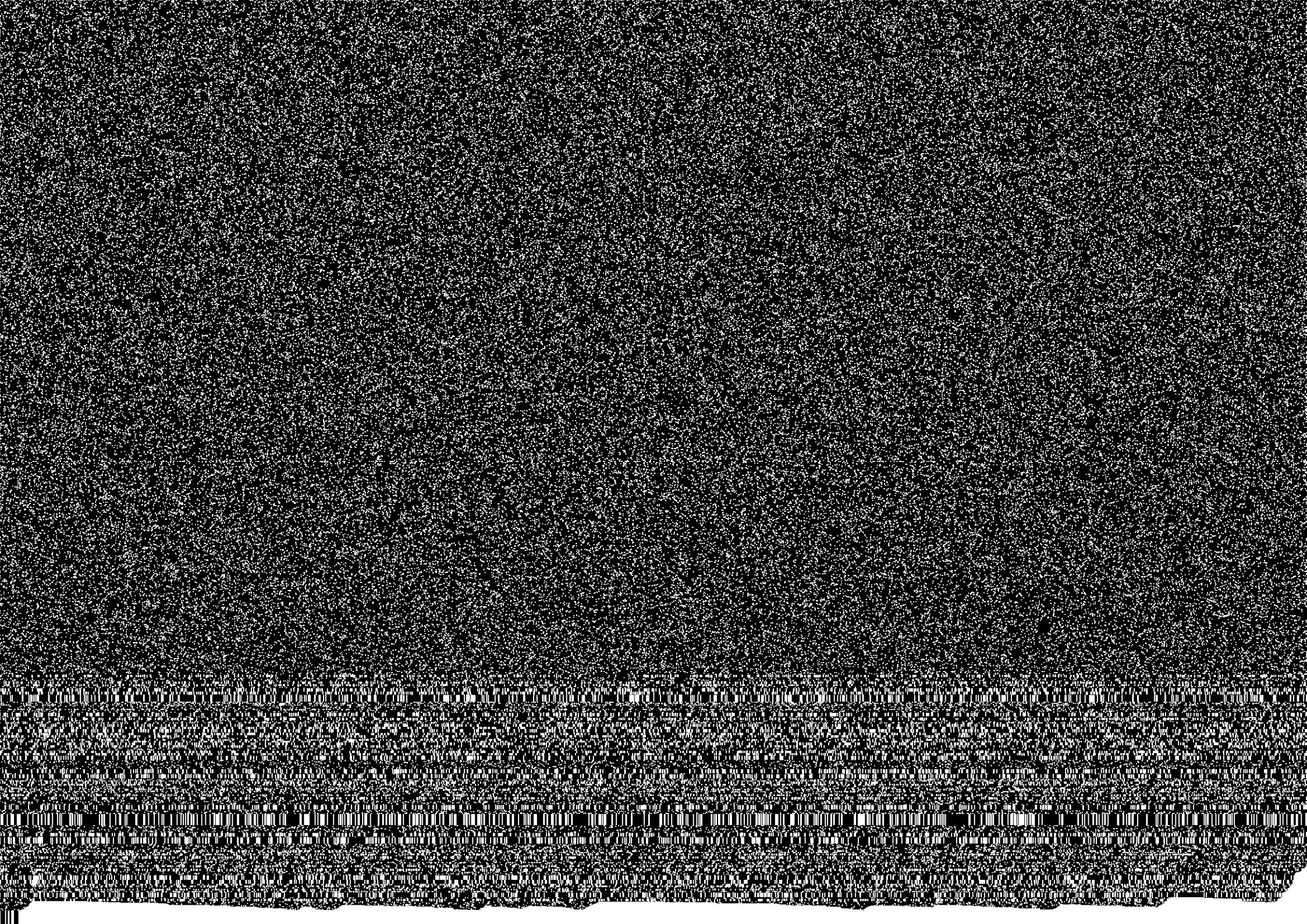
No material gifts in kind were received in the year to 31 August 2023.

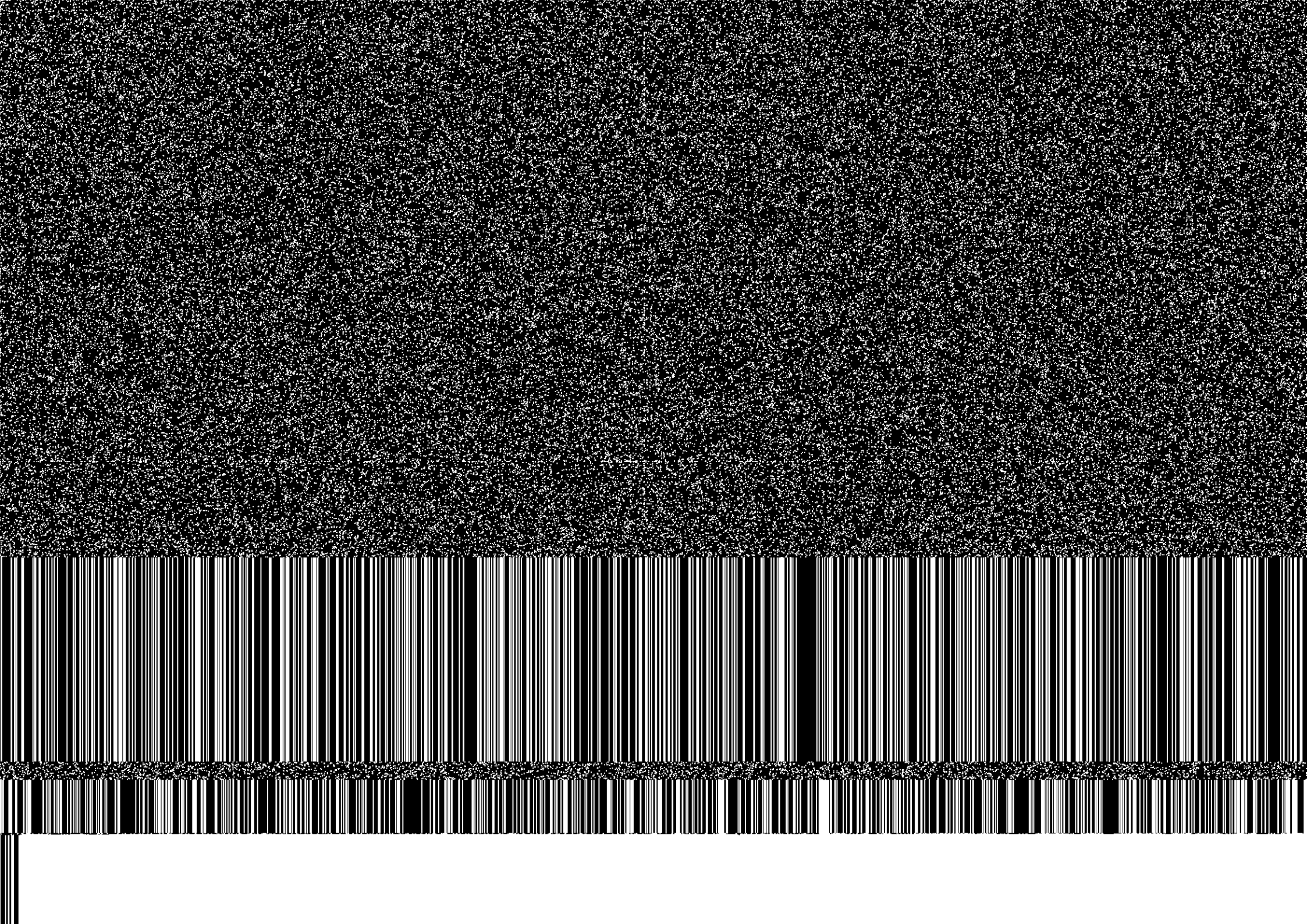
3 Charitable activities: all unrestricted

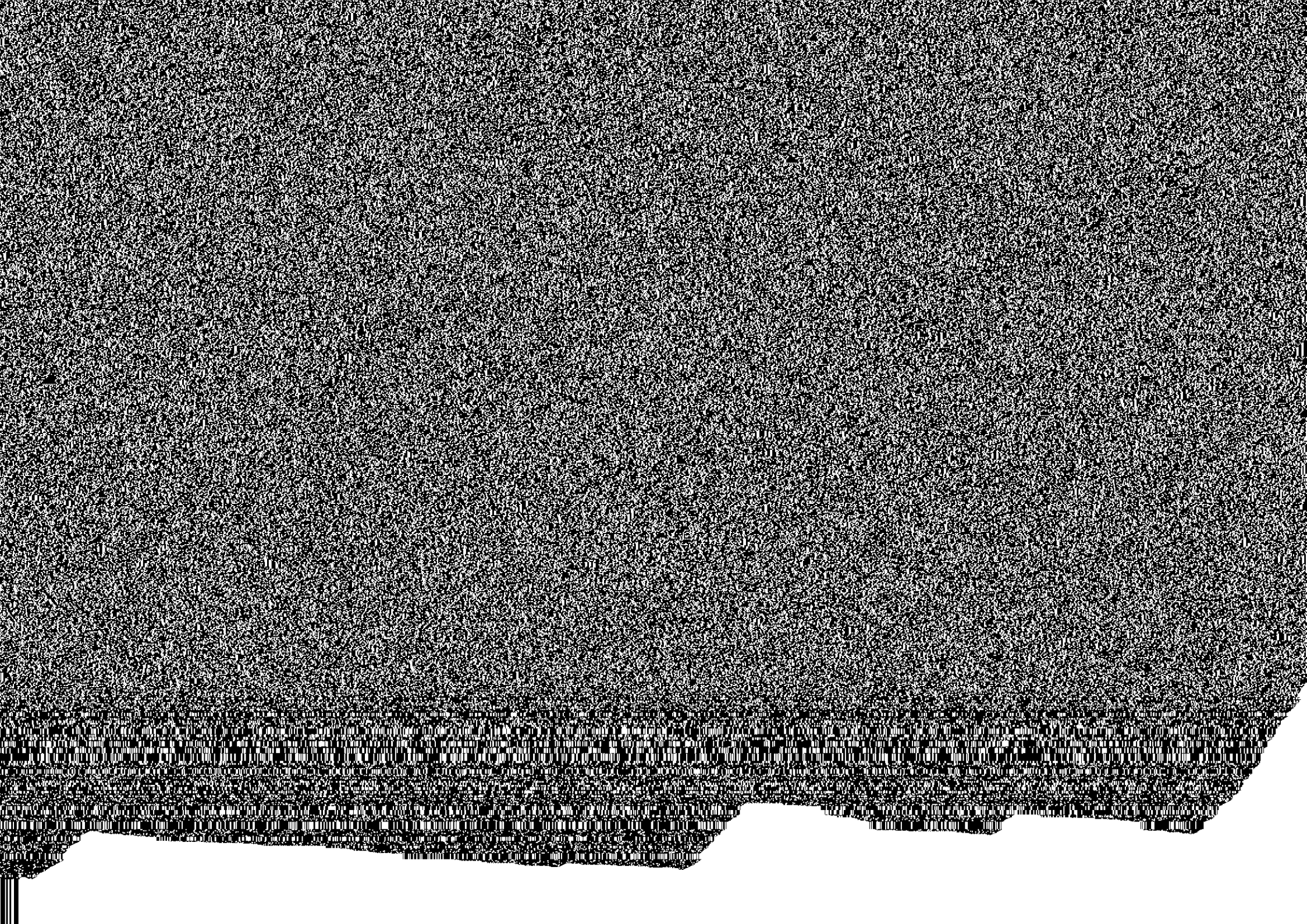
	Year ended 31 August 2023	8 months ended 31 August 2022
	£	£
LEA funding	1,922,740	1,199,774
Therapy sessions provided to children 0-18	34,842	30,394
Non LEA funding of school places	109,605	64,657
Provision of staff to other schools	465,521	284,146
Training	16,196	300
Other	10,460	6,015
	2,559,364	1,585,286

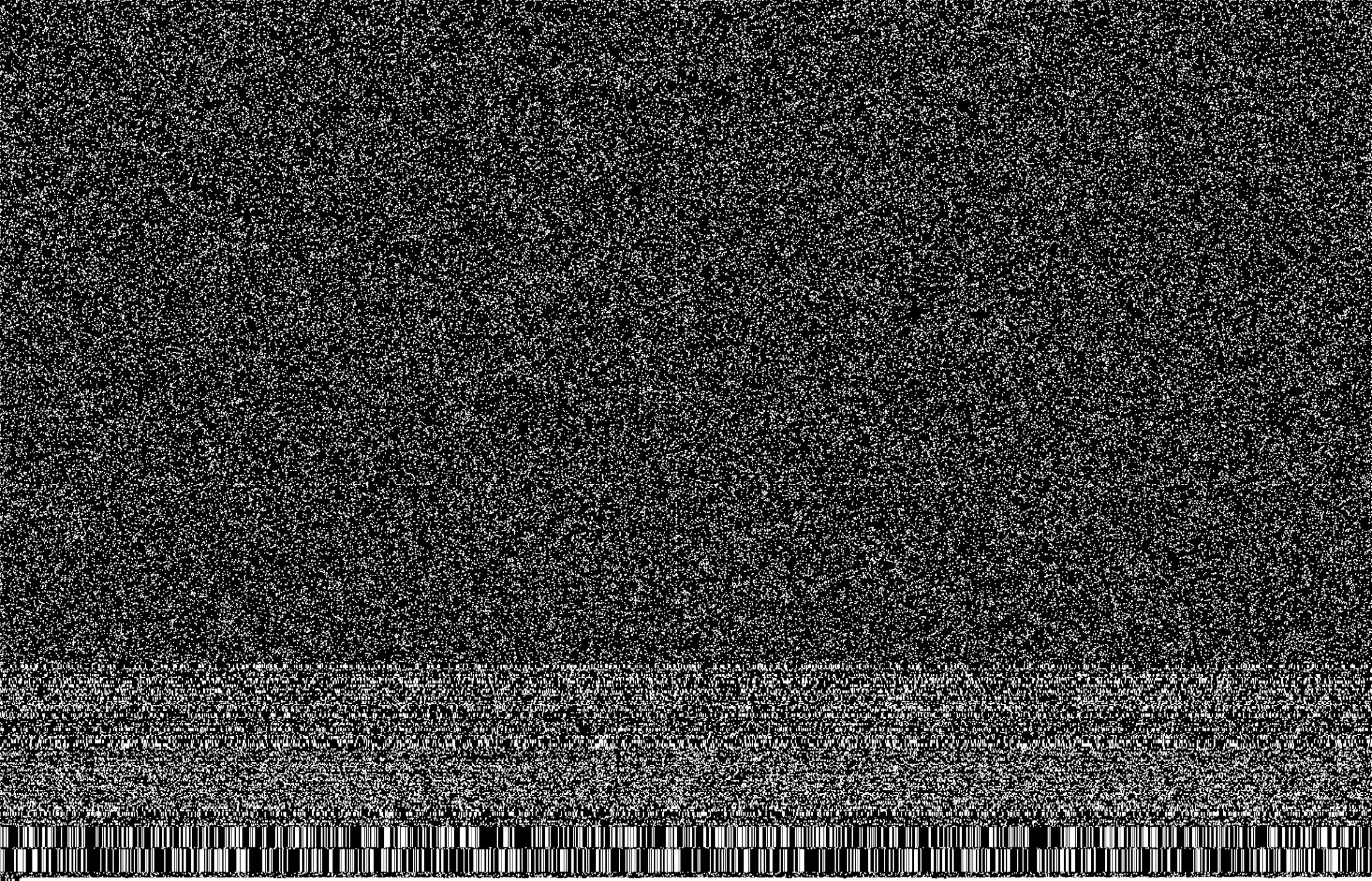


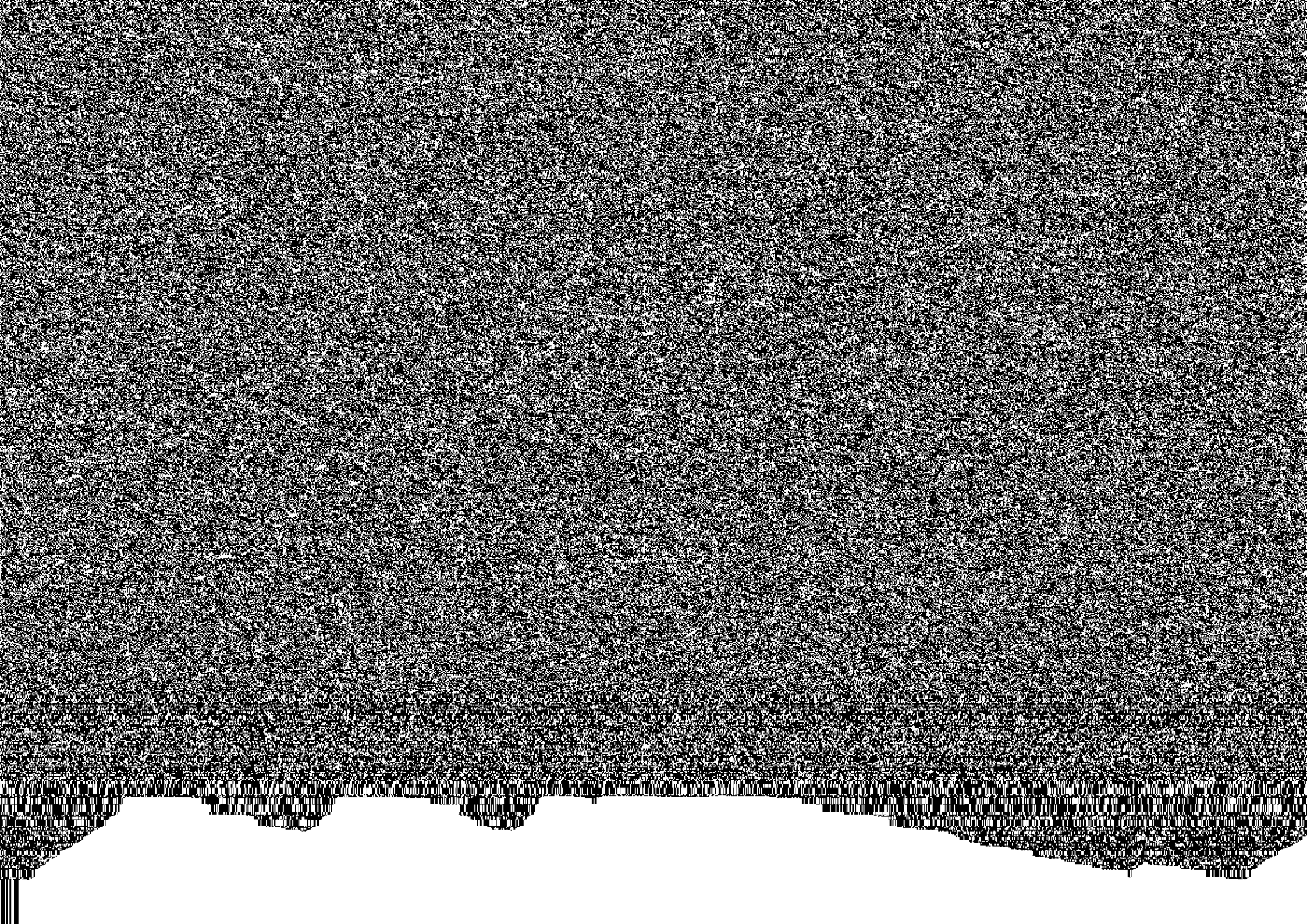












23 Prior year Statement of Financial Activities

	Note	Unrestricted Funds	Restricted Funds	Total Funds 8 months to 31 August 2022
Income from				
Donations and legacies	2	290,796	190,288	**481,084**
Charitable activities	3	1,585,286	-	**1,585,286**
Other trading activities: fundraising events		98,516	792	**99,308**
Investments	4	3,739	-	**3,739**
Other		3,971	-	**3,971**
Total Income		1,982,308	191,080	**2,173,388**
Expenditure on				
Costs of generating funds				
Raising funds	5	141,625	505	**142,130**
Charitable activities: provision of school services, outreach and sessional services and training and development	6	1,638,556	389,193	**2,027,749**
Total expenditure		1,780,181	389,698	**2,169,879**
Net income		202,127	(198,618)	**3,509**
Transfer		(7,992)	7,992	**-**
Net movement in funds		194,135	(190,626)	**3,509**
Total funds brought forward		710,104	2,372,909	**3,083,013**
Total funds carried forward		904,239	2,182,283	**3,086,522**

THE PACE CENTRE LTD

England & Wales - Charity number 1011133

Accounts

Company Number: 2707807

The Pace Centre Limited

Financial Statements

For the 8 months Ended

31 August 2022

Pace

THE PACE CENTRE LIMITED
(a company limited by guarantee)

Contents

Company Information	1
Trustees Annual Report	2
Statement of Trustees' Responsibilities	19
Independent Auditor's Report to the Members of The Pace Centre Limited	20
Statement of Financial Activities	24
Balance Sheet	25
Statement of cash flows	26
Notes to the financial statements	27

THE PACE CENTRE LIMITED

Company Information

Charity registration number	1011133
Company registration number	2707807
Trustees	Mrs Helen Shepherd (Chair) Mrs Karen Bradley Mr Ian Cairns Mr Andrew Coxall Mr Dennis Craggs Mr Ian Harper Mr Colin Hayfield (Honorary Treasurer) Mr David Irvine Mr Stephen Painter Ms Satyabhama Pudaruth Ms Kay Taylor Mr Paul Trueman
Chief Executive	Mr Ian Sansbury
Principal and Registered Office	Bradbury Campus 156 Wendover Road Aylesbury Buckinghamshire HP22 5TE
	Additional operational address: Coventon Road Aylesbury Buckinghamshire HP19 9JL
Auditor	Azets Audit Services Suites B & D Burnham Yard Beaconsfield Buckinghamshire HP9 2JH

THE PACE CENTRE LIMITED

Trustees' Annual Report
for the 8 months ended 31 August 2022

The trustees have pleasure in presenting their annual report and audited financial statements for the eight months ended 31 August 2022 for The Pace Centre Limited, also known as Pace. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity. The Charity decided to shorten its year end to tie into the school year.

Trustees of the Charity

The Company is managed by a Board of Trustees who are also Directors of the Company. The Board shall review the term of each trustee on a regular basis and refresh the Board as may be required.
A list of trustees who have served during the period are:

Trustees
Mrs Karen Bradley (appointed 25th July 2022)
Mr Ian Cairns
Mr Andrew Coxall
Mr Dennis Craggs
Mr Ian Harper
Mr Colin Hayfield (appointed 25th July 2022)
Mr David Irvine
Mr Clive John (resigned 25th July 2022)
Mr Julian Lovelock (resigned 25th July 2022)
Mr Stephen Painter
Ms Satyabhama Pudaruth
Mrs Helen Shepherd (Chair)
Ms Kay Taylor
Mr Paul Trueman

The trustees have set up a number of sub committees as follows:

- Finance and Operations committee: Ian Cairns (Chair), Dennis Craggs, Colin Hayfield, Satyabhama Pudaruth
- Education committee: Ian Harper (Chair), Helen Shepherd, David Irvine, Andrew Coxall
- Child and Family committee: Stephen Painter (Chair), Karen Bradley, Paul Trueman, Kay Taylor.

Our Aims and Objectives

Our Purpose: Pace is a specialist charity that is committed to ensuring that children with neurodisabilities have the opportunity to reach their fullest potential in life. Fundamental to our approach is a belief in every child's ability to learn and make progress, whatever the physical or sensory challenges they face. Pace delivers life-changing educational and clinical support to babies, toddlers, children and young people with complex neurodisabilities and practical support and advice to their families. We strive to continually advance best practice in our field.

Our Vision: The Pace vision is that every child in the UK with a neurodisability, and their family, can access educational and clinical support aligned with the Pace approach. To that end, we work very intentionally to share our expertise, to train other providers and practitioners and to campaign for better provision.

Our Aims and Objectives (continued)

Our Guiding Principles:

- Our children's current and future needs are at the core of everything we do. We have a positive belief in every child's ability to learn and strive continuously to ensure that they receive an "education for life" which enables them to be as active and independent as possible and to achieve their potential for a fulfilled life
- Pace is a family centred charity. We use our collective knowledge and skills to achieve a comprehensive understanding of the child and their family's unique challenges and goals in order to educate, empower and support. We always work in close partnership with our families
- We are committed to achieving and advancing best practice in our field through active engagement with other partners and aim to set the standard required in transdisciplinary skill sets, teamwork and approach to best meet the needs of children with neurodisabilities and related developmental challenges. We aim to demonstrate the impact of our approach through data collection and research
- The dedication of our staff and community of supporters is a strength of the organisation. We value and respect the contribution that *every* member of our community brings to the work of Pace
- We always seek what is best for our children and families whilst providing value for money to those who fund our work.

Pace has become a leading specialist centre for children with neurodisabilities with a growing reputation both nationally and internationally. Our innovative combination of different educational and therapeutic approaches is genuinely unique and is highly effective in meeting the total learning needs of the developing child. We are committed to continuing research in our field and to the dissemination of our practice to others.

What makes us different?

- A strong focus on early assessment and targeted intensive intervention for babies and young children aged 0-3 years when their brain is most receptive to new learning due to its neuroplasticity
- A commitment to working in partnership with parents as equal partners in the education and development of their child
- A transdisciplinary and integrated educational approach which draws on best practice from occupational therapy, conductive education, speech and language therapy, physiotherapy and special education to provide a rich and individually tailored learning environment for our children
- Pace's innovative model, developed over 30 years, which allows for attention to detail, continual review and adaptation based on the changing needs of our children and their families
- The transdisciplinary skill set of our staff and the high level of expertise which they bring to our services for children with neurodisabilities
- Our commitment to sharing and disseminating knowledge and skills in the field of neurodisabilities with other professionals, practitioners and parents.

Our Aims and Objectives (continued)

It is these facets of our practice that mark us out as an "Outstanding" provider, as we always have been by Ofsted. Our latest Ofsted inspection took place in November 2019, and that report can be accessed at https://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/131462.

The needs we address:

1. **Children's needs**

   - We work with children and young people aged 0-18 who have learning and developmental difficulties as a result of a neurodisability particularly, but not limited to, sensory motor disorders such as cerebral palsy. Children who have a neurodisability such as cerebral palsy may find it more difficult to move, engage in play, communicate, eat, drink, dress, draw, write, use technology, access the school curriculum, socialise and develop independence. They may also have medical and orthopaedic needs as a result of their condition
   - In addition to our work with sensory motor disorders, our therapy provision within Child and Family Services increasingly covers a wider range of neurodisabilities, including autistic spectrum disorder (ASD), attention deficit hyperactivity disorder (ADHD), social emotional and mental health challenges (SEMH), behavioural challenges, school refusal and motor coordination challenges (including difficulty with handwriting and in accessing PE)
   - We ensure that we address all these needs as part of a holistic package of intervention, education and care
   - We give great attention to the building blocks required for ongoing learning: sensory, perception, motor, communication and play. As a result, children who attend Pace make accelerated progress and become active learners. They learn what they can do for themselves and develop confidence and belief in their own abilities.

2. **Families' needs**

   We know that parents of disabled children are anxious about what the future holds for them and their child. Like any parent, they want to do their very best for their child. Pace helps them by:

   - Offering a warm, welcoming environment in which parents feel nurtured, supported and respected
   - Providing "hands on" training (particularly in our Child and Family service) and ongoing information, guidance and advice about their child's needs so that parents feel empowered and informed in their parenting role
   - Giving positive encouragement and hope for the future by providing very skilled therapeutic and educational intervention for their child at a time when they need it most
   - Including them within our community of families from which they can find friendship and peer support
   - Meeting families' needs is a particular focus of our Pace Digital developments, which are increasingly providing practical and high quality resources and access to peer support online.

Our Aims and Objectives (continued)

3. **The need to train and share expertise with our own staff and others in the specialist area of neurodisabilities**

   Pace is committed to building expertise in our specialism within our own staff team and in the workforce generally. We offer the following training and development opportunities to our own staff and external practitioners:

   - **Student Placements:** Pace is pleased to have been able to offer undergraduate placements for students in Occupational Therapy and Conductive Education. We also regularly host students wishing to gain work experience as part of their sixth form or higher education courses
   - **Training Courses:** With the availability of the Cazenove Training Suite, opened as part of the Weston Centre at our Bradbury Campus in 2016, Pace has been able to offer an increased level of training in cerebral palsy and related aspects to our own staff as induction training and ongoing professional development.

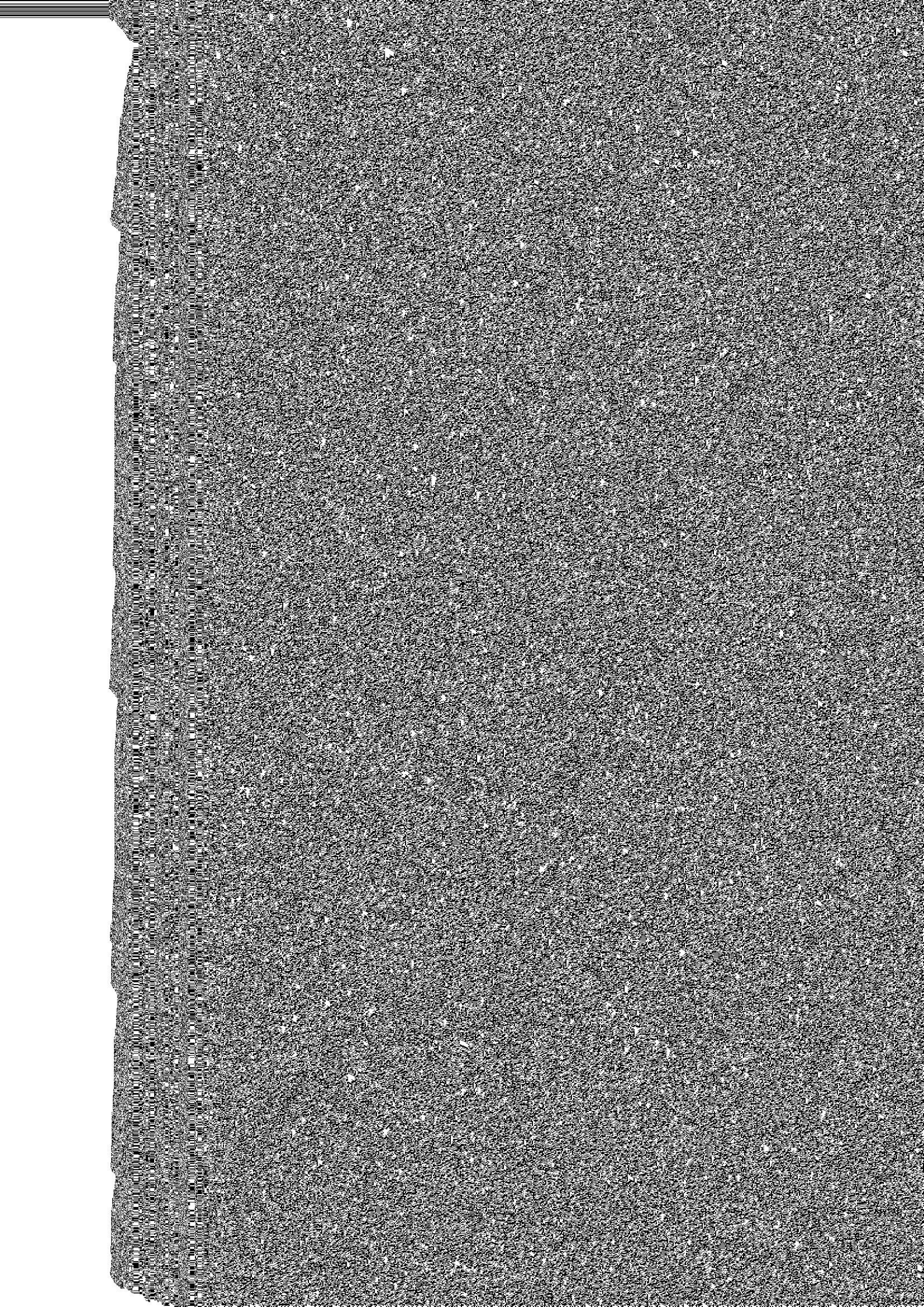
This rigour in our training provision has brought us to a place where we can increasingly offer training courses to other centres and practitioners, both locally through the Cazenove Training Suite and online through our digital services, which are described in more detail within the strategy section of this report.

Our Impact:

We take very seriously the need for us to measure, report and learn from the outcomes we achieve for our children, young people and families, as evidenced by the continuing focus on that work within our strategic priorities outlined below in the section Strategic Progress. Our website details both the outcomes that we achieve for our children and also the journey we are on developing our impact reporting practice. We continue to focus on enhancing our outcome measurement and reporting frameworks, to enable us to better report our impact to stakeholders, to improve our own practice and as a means to demonstrate and disseminate our practice to others.

Public Benefit

In establishing the annual objectives and activities which will fulfil Pace's overall aims, the trustees have regard to the principles of public benefit at all times. It is central to the charity's ethos to assist children and young people on the basis of educational and medical suitability for the services offered and not to impose narrow geographical boundaries or unreasonable financial burdens on those that attend. Pace needs to fundraise on behalf of every child, whether they attend full or part time, as the costs for each child substantially exceed the combination of statutory (LEA) funding and parental contributions. In addition, there have always been children in attendance who are not in receipt of any LEA funding, either for part or the whole of their time at Pace. This is particularly true for children in our early years' service which is heavily subsidised by our charitable income.



Strategic Progress

The following section outlines the 2022 objectives that the trustees established and Pace's progress against them.

Achievements and performance:

The trustees have been very pleased with the significant amount of progress towards Pace's strategic objectives, despite the shorter period covered by this report. The trustees believe that continued progress against these strategic programmes are helping Pace to realise its long held vision "...that every child in the UK with a neurodisability, and their family, can access educational and clinical support aligned with the Pace approach". The objectives for 2022 reflected a great deal of continuity from the prior year, given the multi-year nature of our core strategic objectives.

Objectives for 2022	Activities and achievements
Pace Digital	
We will launch the new Pace website (including our new Advice and Support Hub) and our new brand identity.	We launched the new Pace website (www.thepacecentre.org) in June 2022. The new site incorporates our Advice and Support hub, which already contains 32 individual pieces of digital advice and support content. We aim to reach 40 pieces of content by 31 December 2022 and 50 by June 2023. Early web traffic analytics are showing evidence that the site is engaging our users more successfully. Compared to 2021 we have seen the number of pages viewed with each visit rise by 28% and the time spent on the site increase by 45% per visit. The bounce rate has also dropped by 8%. The new website also reflects our new brand identity. We have now completed the digital and physical roll out of the new brand, which is receiving great feedback.
We will complete the first phase of our new Dynamics Database, to manage data relating to children and families.	Our new MS Dynamics database has been built and is now being populated with our data relating to our children and families. We expect to be able to decommission our legacy database solution, by the end of the year.

Objectives for 2022	Activities and achievements
Pace Digital (continued)	
We will plan, and ideally start to deliver, the third phase of Pace Digital, our online training provision.	We have started planning Phase 3 of Pace Digital, our learning management system. As part of this next phase, we now recognise the opportunity to substantially revamp the content of our internal learning and development programme at the same time as delivering it digitally, both internally and externally. We have identified that: • Our induction programme should ideally be split into two tiers (tiers 1 and 2), delivered over two years; • We should develop more intentional learning pathways for more senior and tenured staff (tiers 3 and 4); • We can differentiate more between the individual learning pathways for each of our professional staff groupings (teachers, Occupational Therapists, fundraisers etc), with clarity around mandatory and elective training opportunities within each of the four tiers; • We can better differentiate different modes of delivery in our training, to include knowledge transfer (primarily online), reinforcement (face-to-face with subject matter experts), and practical application (in workplace, guided by an employee's supervisor). These design criteria will result in a better learning and development solution internally but will also ensure that our training offer will be more attractive externally. We have already made significant progress in building our new training platform, using LearnDash – the industry leading plug-in for online training. This will enable our training provision to be fully integrated into the new Pace website.

Objectives for 2022	Activities and achievements
SMART Programme	
We will develop, prioritise, fund and begin delivery of the second phase of our SMART Programme, including the further roll out of SMART classrooms within Pace School, the development of our AT delivery for children under 5 in our early intervention programme and the development of our internal and external IT and AT training for practitioners and families.	We have completed our Phase 2 planning for the SMART Programme. We are currently prioritising our funding of the next phase of our SMART classroom rollout and have made applications to a number of charitable trusts and foundations. We have also continued to plan the further enhancement of our assistive technology delivery in Child and Family, particularly within our early intervention practice. Funding applications are underway for the recruitment of an AT-specialist therapist in Child and Family, and the development of an AT-rich home simulation environment within the Weston Centre, through which we can demonstrate different AT solutions that children and families can use at home. We have also planned the delivery of our Seven Stages of Switch Development programme, which will enable children with complex needs to learn to use switch devices through a new and very engaging curriculum. We learned in early September that we had been successful in our application for £45k of funding from the Communication Consortium Grants Programme (funded by The Raynors Special Educational Trust) to fund this important work.
Child and Family	
We will continue to fund and deliver our early intervention programme, expanding the number of babies and toddlers we can see free of charge and continuing to embed our outcome measurement framework.	We are continuing to identify funding opportunities for our early intervention programme, to allow us to expand the age group that we can see free of charge. We were unsuccessful in a recent, very significant funding application but have been invited to reapply. We have a healthy pipeline of additional submitted funding applications (which total £395k). We continue to be confident in funding what is arguably Pace's most compelling and impactful work.

Objectives for 2022	Activities and achievements
Child and Family (continued)	
We will plan and launch our new Neurodevelopmental Pathway Pre-Assessment Service, commissioned by Bucks NHS Healthcare Trust.	Our pre-assessment service, for the parents of children with ASD and ADHD who are awaiting an assessment from Bucks NHS Healthcare Trust ("BHT"), is now up and running and we are delivering a programme which incorporates a telephone advice line and parent support groups (using the Circle of Security parenting programme). The majority of the children we are seeing are aged between 3 and 4 and we are working with parents on issues of regulation, praxis, play, communication, sensory challenges and eating and drinking. Referrals have so far been slower than we had expected but we are working closely with BHT to engage more families into the programme.
We will plan and launch our school-based Primary Mainstream pilot programme.	Planning for the Primary Mainstream pilot is also underway. We are actively recruiting therapy staff to resource this work and engaging with local partner primary schools. This work will commence in the Autumn term 2022.
Impact	
We will continue to develop and embed our granular child and family-centred outcome measures and reporting systems.	We are continuing to embed the use of GAS goals and COPM in our Child and Family outcome measurement framework. We are also continuing the roll out of our family-centred Parent and Child Evaluation that will provide important insights on our impact on the families we support. That process has been slower than we would have liked during this eight-month reporting period, as our research therapist has been concluding her professional doctorate. Our priority, when she returns from study leave, will be to review the data that we have collected this year, to assess the effectiveness of our current measures and the efficiency of the measurement process.

Objectives for 2022	Activities and achievements
Impact (continued)	
We will develop and deliver our impact reporting to external stakeholders through the new Pace website, establishing appropriate ways to aggregate and translate granular outcome measures into organisational outcomes for major funders and commissioners. We will repeat our family survey.	We have repeated the Pace family survey and now have three years' worth of comparable data to publish. We also have a great deal of content from our school and Child and Family outcome measurement frameworks, and from our alumni survey, that now inform the upgraded impact reporting section on the new Pace website.
Unrestricted Reserves	
We will continue to build our unrestricted reserve towards our target of 4 months' operating costs, through overall break-even budget (and therefore c.£120k budgeted unrestricted surplus)	This year, we have decided to change our financial year-end to August, to match the school year, making our budgeting and reporting processes significantly simpler. These financial statements reflect a surplus of £3,509, including an unrestricted surplus of £194,135, improving our unrestricted reserve to 4 months. We intend to continue to build our unrestricted reserve towards our target of 4- 12 months' operating costs.
We will work to reduce the structural deficit in Pace School, through a concerted programme to fund the costs of therapy provision.	We have completed the therapy case for support for Pace School and have built up a good pipeline of restricted grant applications over the summer months. The autumn term will bring us a good sense of the effectiveness of that fundraising programme.

Objectives for 2022/23

Our objectives for 2022/23 reflect a great deal of continuity from the prior year, given the multi-year nature of our core strategic objectives.

1. Pace Digital

- We will continue to develop digital support and advice content for our new website
- We will complete the first phase of our new Dynamics Database, to manage data relating to children and families, and decommission the existing legacy database
- We will deliver, the third phase of Pace Digital, our online learning platform.

2. SMART Programme

- We will roll out further SMART classrooms within Pace School, focusing in particular on SMART classroom delivery within our primary school and door automation throughout both sites
- We will continue to fund and deliver enhanced AT delivery for children under 5 in our early intervention programme, particularly the recruitment of an AT-specialist therapist and the development of an AT-rich home simulation environment
- We will deliver the Seven Stages of Switch Development programme.

3. Child & Family

- We will continue to fund and deliver our early intervention programme, expanding the number of babies and toddlers we can see free of charge and continuing to embed our outcome measurement framework
- We will continue to develop our Neurodevelopmental Pathway Pre-Diagnostic Service, commissioned by Bucks NHS Healthcare Trust
- We will continue to develop our school-based Primary Mainstream pilot programme.

4. Impact

- We will continue to develop and publish the results from our newly developed outcome measurement frameworks, across both the school and Child and Family and continue the way we report our impact, particularly through the Pace website
- We will develop a series of depth impact studies, incorporating detailed case studies, impact data, and child and family testimony, focused on a small number of Pace children
- We will develop our first Pace cost:benefit report, identifying what we believe are the financial benefits of our provision.

5. Unrestricted Reserves

- We will continue to build our unrestricted reserves through overall break-even budget
- We will continue to work to reduce the structural deficit in Pace School, through a concerted programme to fund the costs of therapy provision.

Fundraising standards information

A fundraising strategy has been prepared and approved by the trustees which identifies our income streams and the approach taken for each activity. This strategy takes into account best practice and current standards. Since the introduction of GDPR from 25 May 2018 we have continued to review and, where appropriate, revise our policies and procedures including: data capture, complaints procedure, transferring of data and the implementation of the data subjects' preferences.

All fundraising is done in house and not outsourced to any professional fundraisers or commercial participators.

Pace has opted to join the Fundraising Regulator. The Fundraising Regulator holds the Code of Fundraising Practice for the UK. We follow the standards for charitable fundraising, ensuring that our fundraising is respectful, open, honest and accountable to the public. Pace has not knowingly failed to comply with the standards of practice.

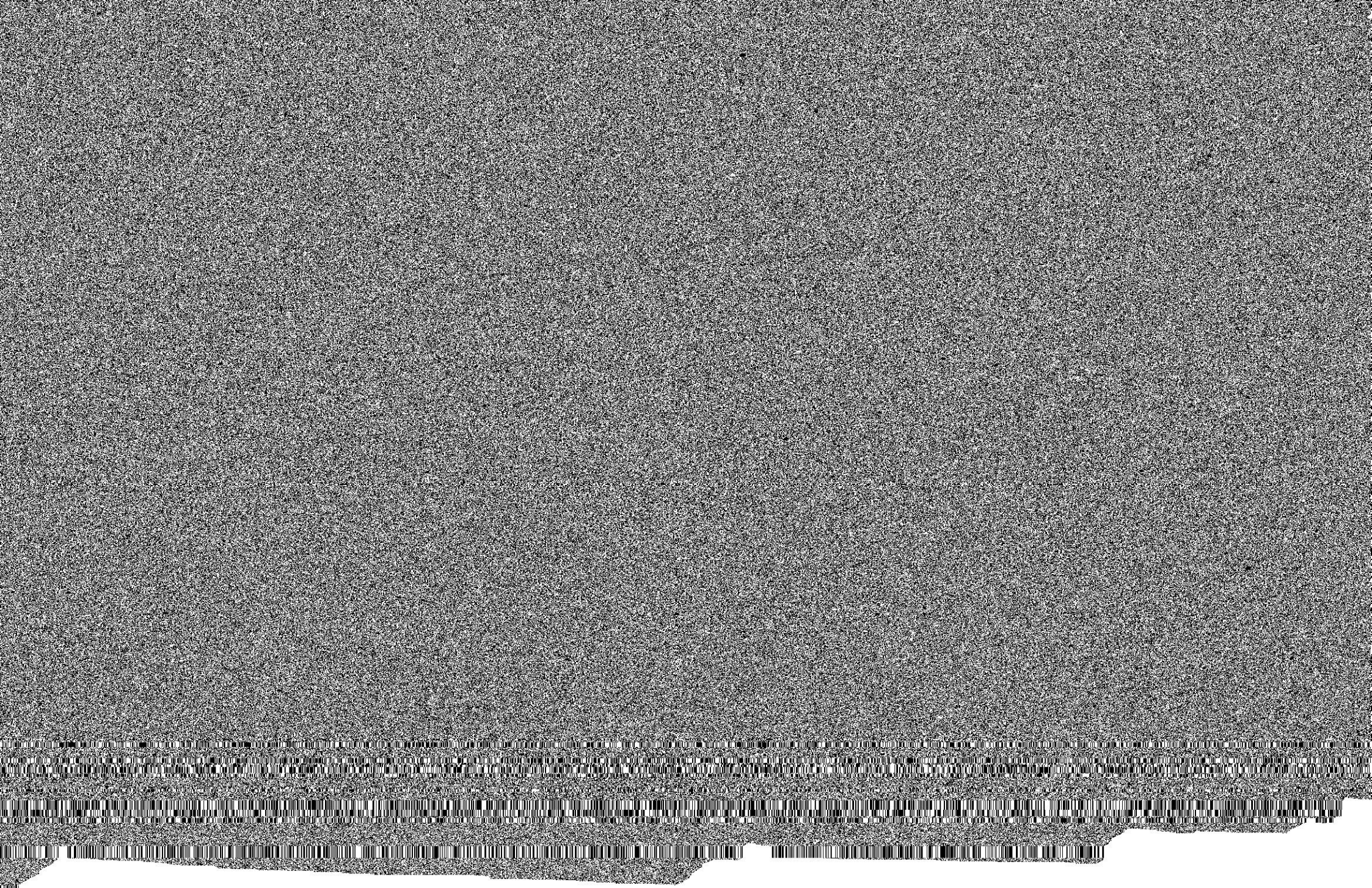
Pace has not received any complaints regarding its fundraising efforts in the period ended 31 August 2022 or to the date of this report.

In all our policies and practices we have not actively sought additional data that is not already in the public domain. We only record data that people opt to provide to us. It is our policy to not knowingly contact persons over a certain age. We have actively purchased dates of birth to help us achieve this objective. Our communication programme focuses on less intrusive types of communication, for example email. Our direct mail campaigns are minimal and targeted. All fundraising requests are passive as we do not run face to face or telephone campaigns.

Financial review

The trustees remain focussed on the need to continue to maintain and improve the charity's financial sustainability. Over recent years, the charity has successfully grown income across its key areas of activity and, as noted below, is now operating within its reserves policy for the first time for a number of years.

Pace continues to deliver against its rolling three-year strategic plan and budget. As a result of the continued successful implementation of this plan, there was an overall net surplus in income over expenditure of £3,509. This comprised a surplus on unrestricted funds of £194,135 and a deficit of £190,626 on restricted funds. The restricted deficit arose as money was spent in 2022 that had been received in prior years.



Financial review (continued)

Reserves Policy

The trustees reviewed and updated their policy for the charity in 2022 and they maintain that the minimum level of reserves (excluding funds not otherwise committed or restricted) should be between 4 and 12 months of budgeted expenditure. This level has been set to cover expected overheads including wages in the event that no more monies are received so that the organisation could cover its costs in an orderly manner. The strategic plan and budget have been prepared to achieve this objective.

At 31 August 2022

- the total reserves were £ 3,086,522 (2021: £3,083,013)
- the restricted reserves, which can only be spent as directed by the donor were £2,182,283 (2021: £2,372,909). These reserves principally represent incurred capital costs on the development at Wendover Road and are being released as the development cost is depreciated. The depreciation charge for the period against these restricted balances is £71,053
- Unrestricted reserves at 31 August 2022 were £904,239 (2021: £710,104) representing 4 months of operating expenditure.

Going Concern

The financial statements have been prepared on a going concern basis. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of approval of these financial statements. Detailed cash flow forecasts have been prepared and reviewed by the trustees and continue to be reviewed on a regular basis against actual results.

In order to provide support to the charity, in 2016 a long-term interest free loan facility of £1,000,000 was provided by a donor whilst the sustainability strategy first adopted in 2016 comes to fruition and, as detailed in note 13, is now not due for repayment until earliest 1 January 2023. At the beginning of the year £500,000 had been drawn down of which £419,319 had been converted into donations, leaving £80,681 of the drawn-down amount outstanding. In the year, the benefactor kindly agreed that up to £100,000 could be used against the costs of investing in the work on Pace Digital. By 31 August 2022, £25,681 had been converted leaving a closing balance of £55,000. Taking into account the charity's unrestricted reserves, cash balances and the availability of the undrawn balance of this loan facility of £500,000, the trustees have a reasonable expectation that Pace will have adequate resources to continue in operational existence for the foreseeable future and it is therefore appropriate to adopt the going concern basis of accounting for these financial statements.

The trustees are confident that Pace remains a going concern.

Financial review (continued)

Risk Review

The trustees, together with staff, have implemented controls and procedures throughout the organisation to minimise external and internal risk and ensure a consistently high quality of education and care for the children and appropriate working conditions for staff. At a strategic level, and as noted elsewhere in this report, the trustees have continued to focus on the mitigation of the key risks; the need to maximise the cash resources of the charity and the need for the charity to continue to be sustainable.

The key risks have been identified as follows:

- The School does not meet the practice, educational and regulatory standards required of a school as measured by Ofsted and the Department for Education. The risk would be that our reputation as an Outstanding school would be lost and this would impact on pupil placement at the school and our charitable fundraising. To mitigate this risk, on joining the organisation, all staff members receive rigorous induction training including safeguarding, health and safety, educational and clinical practice modules, observation and assessment by the senior team. In addition, all staff members are required to read all the regulatory policies held on the organisation's intranet in their first month and their supervisor ensures that this has been done. The Director of Education reviews these policies on a regular basis and any changes are communicated to all staff. If a breach, however small, is noticed, all staff are reminded of the policy. Regulatory training is carried out for all staff routinely throughout the year. Pace has very clear and robust standards of practice which are shared with new staff and existing staff at performance reviews. In 2020 a School subcommittee of trustees to review processes and procedures was set up as planned.
- Safeguarding of children at Pace is paramount. The risk is that a serious incident relating to non-compliance with the statutory guidance would affect our reputational risk and the placing of children at the school. All staff members have training in child protection as soon after their appointment as possible. Any issues are brought to the attention of the designated safeguarding officer and are followed up immediately. There are termly safeguarding and health and safety monitoring meetings which review any matters. Nominated trustees have overall responsibility for safeguarding and health and safety and carry out spot checks from time to time to ensure compliance. Safeguarding and health and safety are on all Senior School Management team, Leadership team and Trustee meeting agenda.

Structure, governance and management

The trustees are appointed by the Board who elect or re-elect the trustees. The Board of Trustees reviews the term of each trustee on a regular basis to refresh the Board as may be required. An induction programme is in place which involves both information and training delivered by senior staff. Trustees are also invited to take an active part in the life of Pace at open days, fundraising and other corporate events.

The day to day activities of the charity are run by the Leadership team consisting of the Chief Executive, Director of Finance, Director of Education, Director of Clinical Services and Director of Fundraising. The remuneration of the charity's key management personnel is based on benchmarking against similar roles at similar size charities and is approved by the trustees.

Small company provision

In preparing this report, the trustees have taken advantage of the small companies' exemption provided by section 415A of the Companies Act 2006.

Mrs H Shepherd

For and on behalf of the trustees

Date: 28th November 2022

Statement of Trustees' Responsibilities

The trustees (who are also directors of The Pace Centre Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial period. Under that law, the trustees have elected to prepare financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

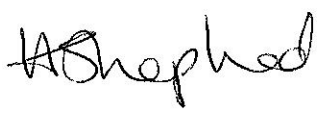
The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention of fraud and other irregularities.

The trustees each confirm that

- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditors is unaware; and
- the trustees 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 charitable company's auditors are aware of that information.

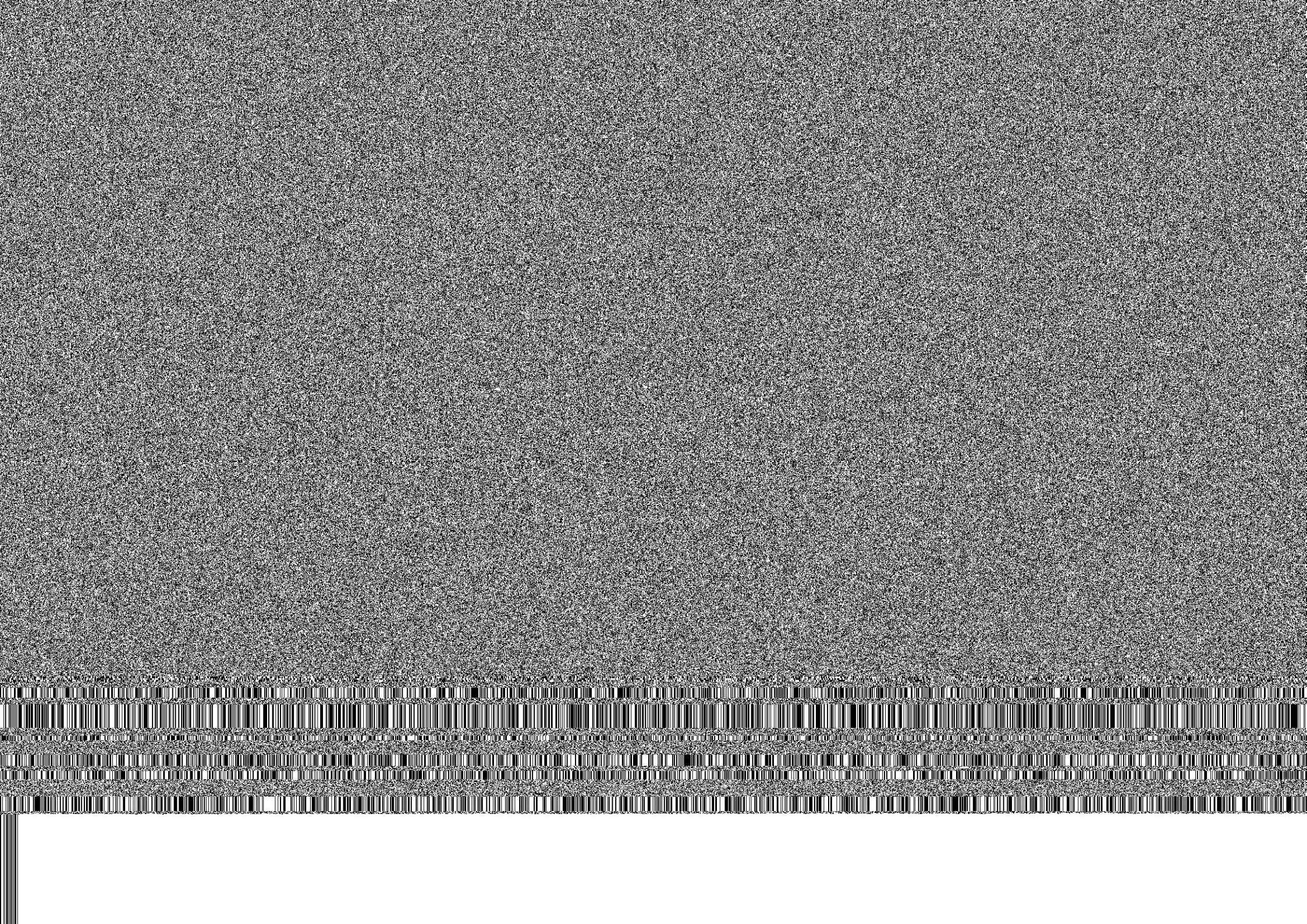
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

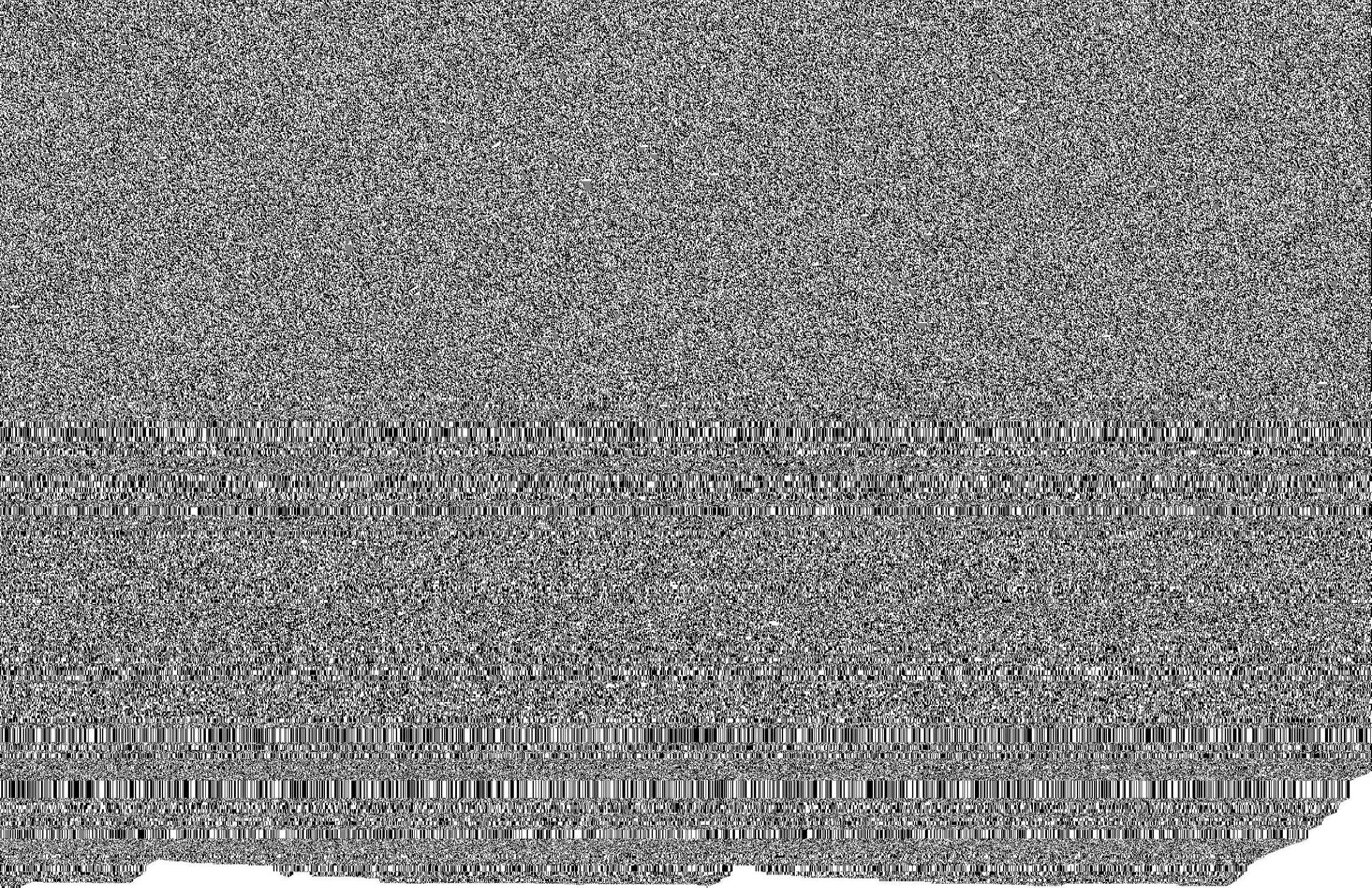
For and on behalf of the trustees

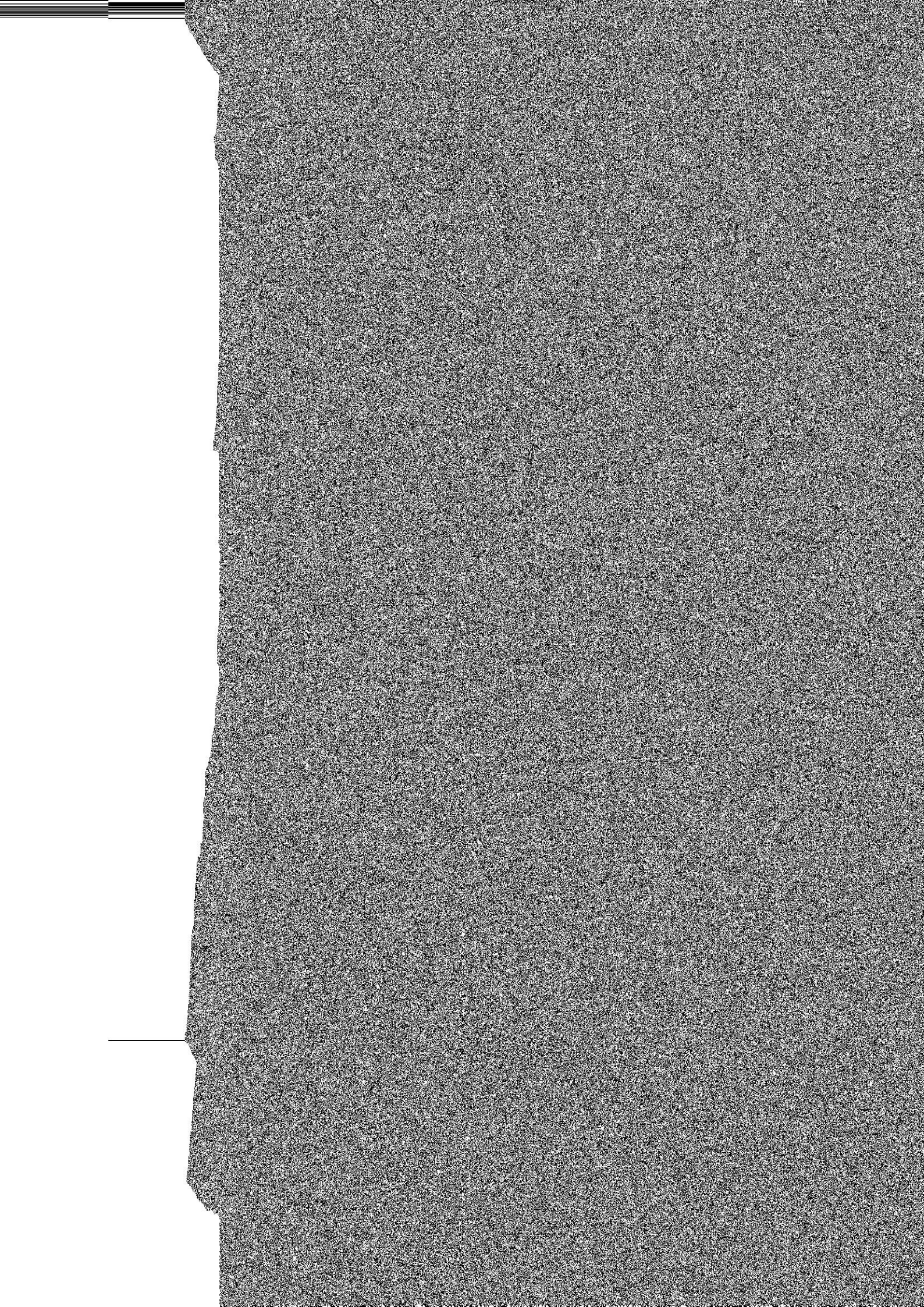


Mrs H Shepherd

Date: 28th November 2022







enquiry and inspection;

- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk 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.

Use of our report

This report is made solely to the 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 anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services

Paul Creasey (Senior Statutory Auditor)
For and on behalf of Azets Audit Services
Statutory Auditor & Chartered Accountants
Beaconsfield
28th November 2022

THE PACE CENTRE LIMITED

Statement of Financial Activities (including an Income and Expenditure account)

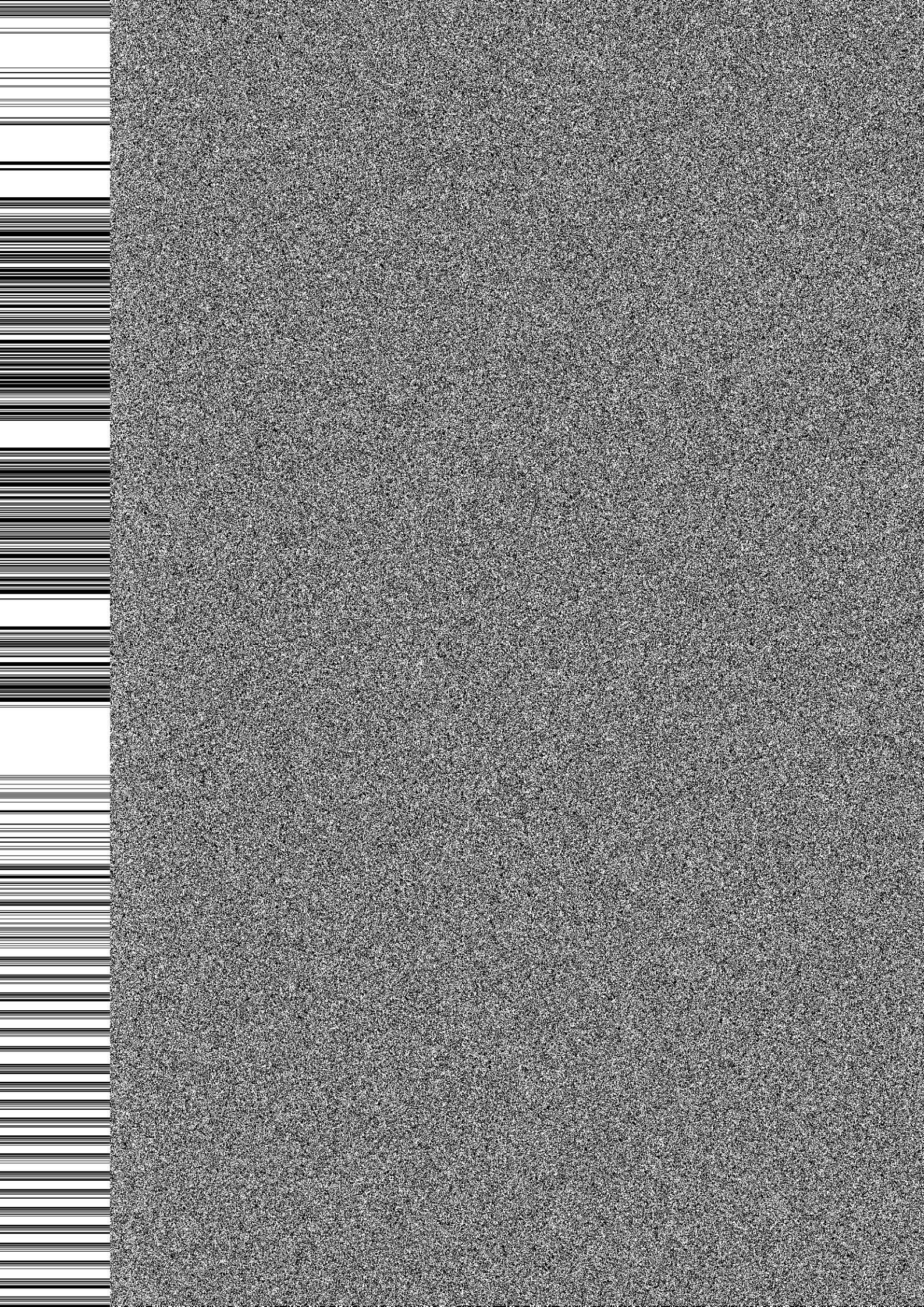
for the 8 months ended 31 August 2022

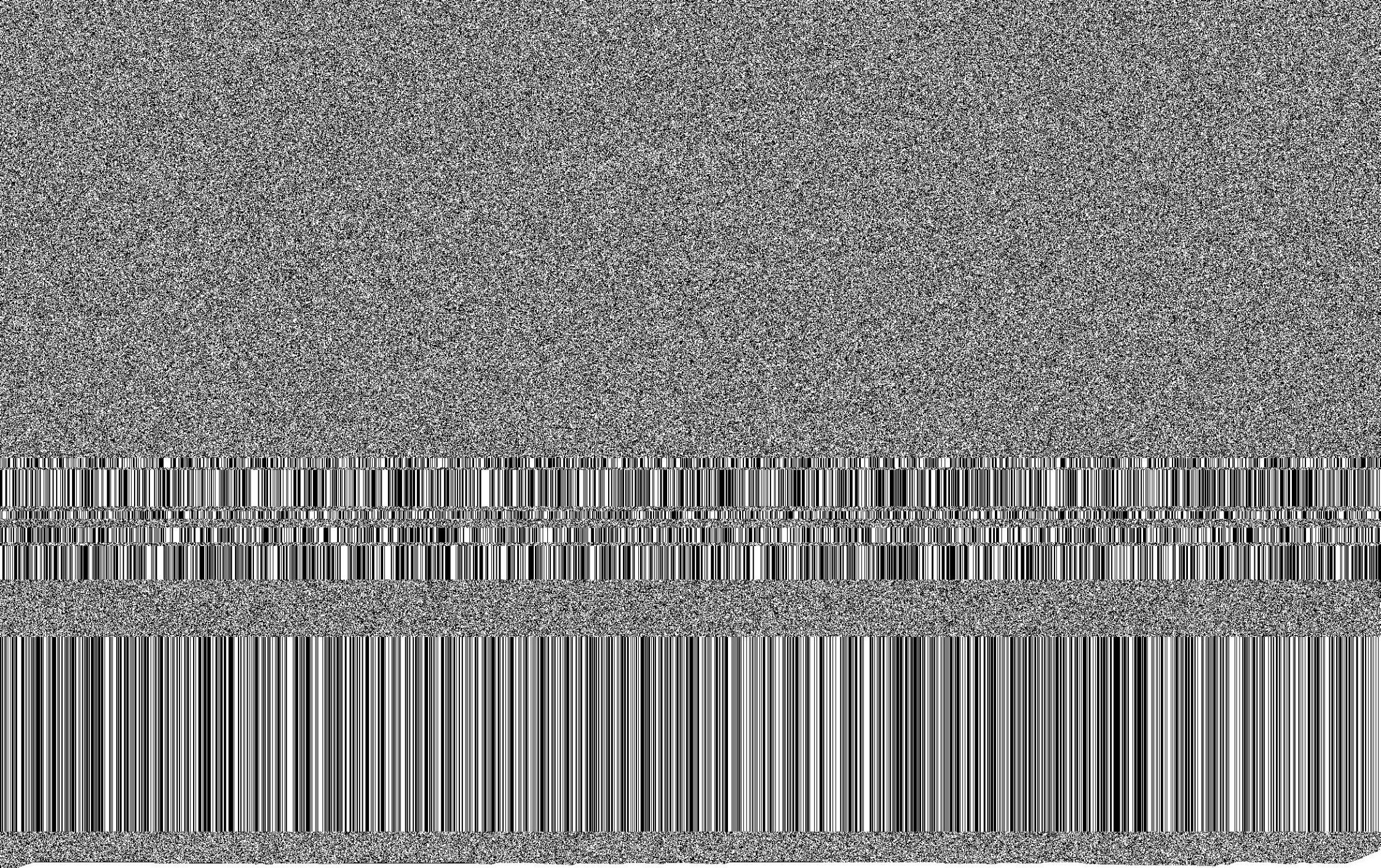
	Note	Unrestricted Funds	Restricted Funds	**Total Funds 8 months ended 31 August 2022**	Total Funds Year ended 31 December 2021
		£	£	**£**	£
Income from					
Donations and legacies	2	290,796	190,288	**481,084**	1,273,855
Charitable activities	3	1,585,286	-	**1,585,286**	2,138,534
Other trading activities: fundraising events		98,516	792	**99,308**	145,959
Investments	4	3,739	-	**3,739**	737
Other		3,971	-	**3,971**	2,087
Total Income		1,982,308	191,080	**2,173,388**	3,561,172
Expenditure on					
Costs of generating funds					
Raising funds	5	141,625	505	**142,130**	248,097
Charitable activities: provision of school services, outreach and sessional services and training and development	6	1,638,556	389,193	**2,027,749**	3,150,859
Total expenditure		1,780,181	389,698	**2,169,879**	3,398,956
Net income		202,127	(198,618)	**3,509**	162,216
Transfer		(7,992)	7,992	**-**	-
Net movement in funds		194,135	(190,626)	**3,509**	162,216
Total funds brought forward		710,104	2,372,909	**3,083,013**	2,920,797
Total funds carried forward	15	904,239	2,182,283	**3,086,522**	3,083,013

All income and expenditure derive from continuing activities.

The statement of financial activities includes all gains and losses recognised during the period.

The accompanying notes form part of these financial statements





e) Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income from Charitable Activities is measured at the fair value of the consideration received or receivable for services rendered, and is recognised as the services are delivered.

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the value of general volunteer time is not recognised although the trustees' annual report sets out more information about their contribution.

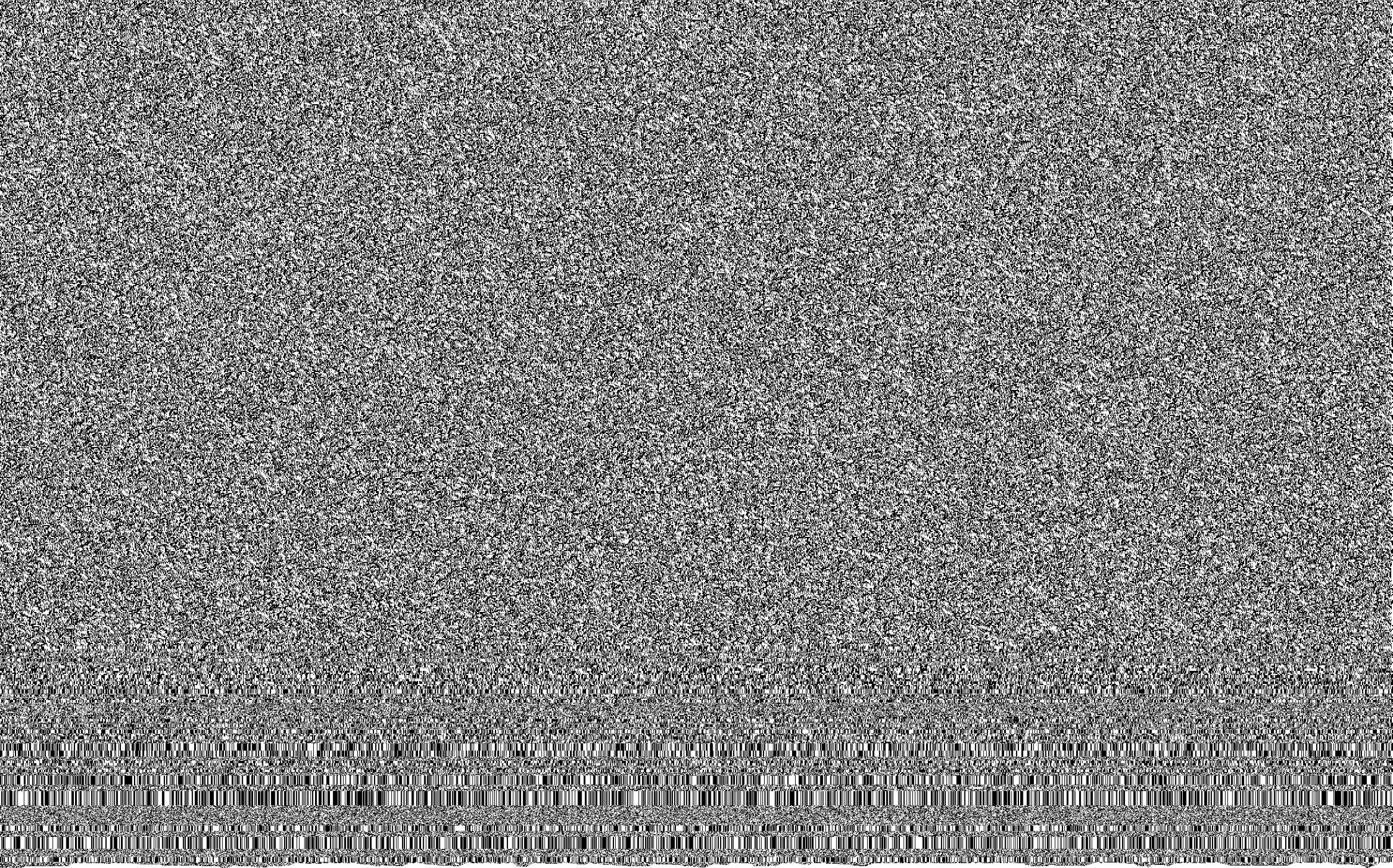
On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

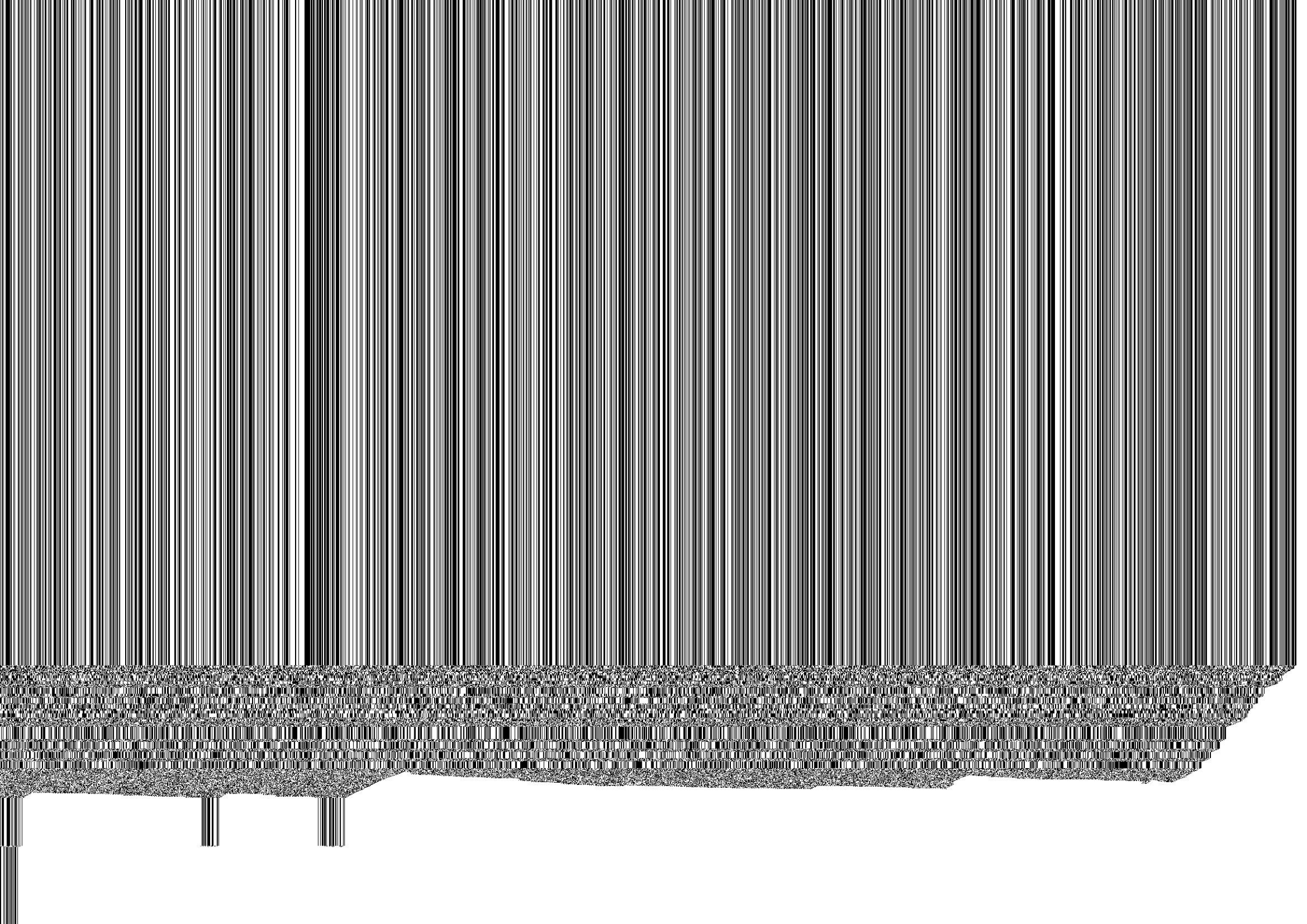
For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

As provided in the SORP (FRS 102) no amount is included in the financial statements for volunteer time.

For legacies, the point of entitlement is the earlier of the date of the charity being notified of an impending distribution or the date the legacy is received. At this point income is recognised. On occasion legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Investment income is earned through holding assets for investment purposes such as on short term bank deposit and solely comprises bank interest.





9 Trustees' and key management personnel remuneration and expenses

No trustee either received or waived any remuneration during the period (2021: £nil).

The total amount of employee benefits received by key management personnel is £170,076 (2021: £231,475). The charity considers its key management personnel comprise the trustees, Chief Executive, Director of Finance, Director of Education, Director of Clinical Services and Director of Fundraising.

	8 months ended 31 August 2022	Year ended 31 December 2021
	£	£
Salaries	**1,497,476**	2,113,291
Social security costs	**122,165**	166,921
Pension costs	**55,707**	80,845
	1,675,348	2,361,057

No employee received remuneration greater than £60,000 (2021: none).

	8 months ended 31 August 2022	Year ended 31 December 2021	**8 months ended 31 August 2022**	Year ended 31 December 2021
The average number of employees, analysed by function was	**FTE**	FTE	**Number**	Number
Raising funds	**4**	5	**4**	6
Charitable activities	**76**	69	**98**	91
Governance and support	**10**	8	**11**	9
	90	82	**113**	106

The trustees did not have any expenses reimbursed during the period (2021: £nil). There are no related party transactions during the period.

10 Tangible fixed assets

	Improvements to leasehold buildings £	Fixtures, Fittings and Equipment £	Total £
Cost			
At 1 January 2022	3,323,788	140,252	3,464,040
Additions	-	21,516	21,516
Disposals	-	(8,924)	(8,924)
At 31 August 2022	3,323,788	152,844	3,476,632
Depreciation			
At 1 January 2022	1,258,452	94,861	1,353,313
Provided in the year	73,866	7,354	81,220
Depreciation on disposals	-	(5,801)	(5,801)
At 31 August 2022	1,332,318	96,414	1,428,732
Net book value			
At 31 August 2022	**1,991,470**	**56,430**	**2,047,900**
At 31 December 2021	2,065,336	45,391	2,110,727

The net book values above represent the historical cost less depreciation for the assets, however funded. Included, therefore, are assets purchased from Restricted Funds which are analysed in note 16.

11 Debtors

	31 August 2022 £	31 December 2021 £
Trade debtors	**402,334**	283,408
Other debtors	**525**	3,537
Prepayments	**62,348**	50,580
	465,207	337,525

12 Investments

	31 August 2022 £	31 December 2021 £
Short term deposits	**768,230**	761,437
Other investments	**14,005**	14,815
	782,235	776,252

13 Creditors: amounts falling due within one year	31 August 2022	31 December 2021
	£	£
Trade creditors	**62,922**	57,235
Accruals and deferred income	**650,570**	895,074
Social security and other taxes	**46,668**	41,255
Other creditors	**69,578**	13,472
	829,738	1,007,036

In 2016, a generous benefactor pledged an interest free loan of up to £1,000,000 to be available for at least three years, since extended so that the earliest repayment is now due on 1 January 2023. By 31 August 2022, £500,000 of this loan had been drawn down. Since being drawn down, £445,000 has been converted to a donation leaving £55,000 outstanding at 31 August 2022 (2021: £80,681). There remains an undrawn loan facility of £500,000.

Deferred income	31 August 2022	31 December 2021
	£	£
Deferred income as of 1 January	**721,950**	682,949
Received in the period	**596,971**	721,950
Credited to statement of financial activities	**(721,950)**	(682,949)
Total deferred income as of 31 August/31 December	**596,971**	721,950

All deferred income, which represents term fees invoiced in advance, is included within Creditors: amounts falling due within one year.

14 Creditors: amounts falling due after more than one year	31 August 2022	31 December 2021
	£	£
Other creditors	**-**	80,681

15 Analysis of charitable funds

Analysis of movements in funds	Balance 1 January 2022 £	Incoming resources £	Resources expended £	Transfer	**Balance 31 August 2022 £**
General fund	710,104	1,982,308	(1,780,181)	(7,992)	**904,239**
Leasehold Building fund	56,636	-	(18,120)	20	**38,536**
First Steps Appeal fund	1,929,803	-	(51,271)	(4,390)	**1,874,142**
Salary fund	274,962	75,875	(230,485)	-	**120,352**
Other equipment and services fund	111,508	115,205	(89,822)	12,362	**149,253**
	2,372,909	191,080	(389,698)	7,992	**2,182,283**

The **Leasehold Building fund** was set up in 1996 to record the cost of the new development of the Coventon Road site against donations received for that purpose. The total fund at 31 August 2022 represents the depreciated historical cost of the building and subsequent extensions. The original building and improvements are carried out under licence granted by the freeholder. The land at Coventon Road is leasehold, with 100 years remaining.

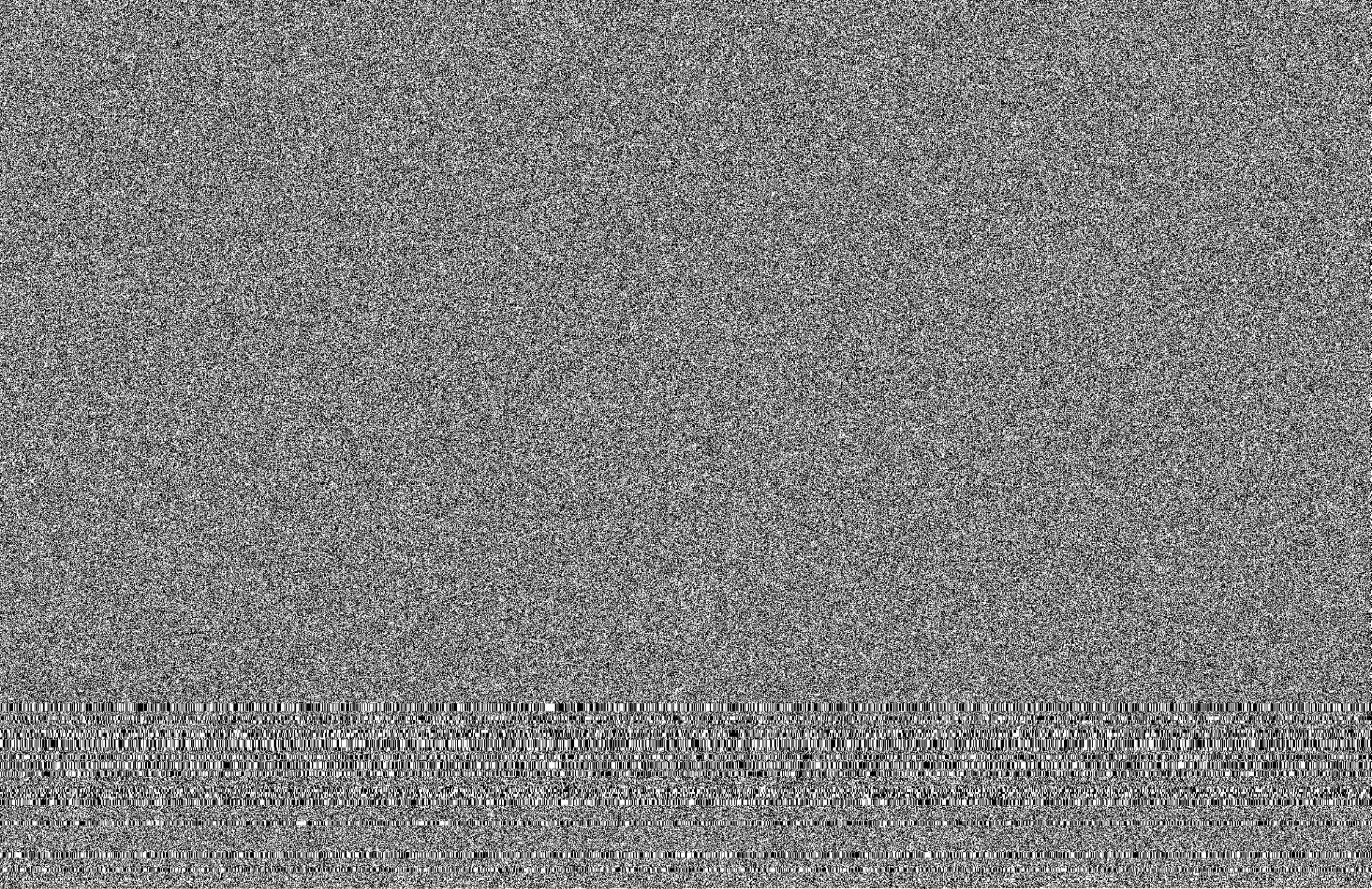
The **First Steps Appeal fund** exists to provide resources to develop the Bradbury Campus at Wendover Road as a new Early Years Centre and Independence Training Centre. The funds are being released as the improvements are depreciated. The total fund at 31 August 2022 is the net depreciated amount.

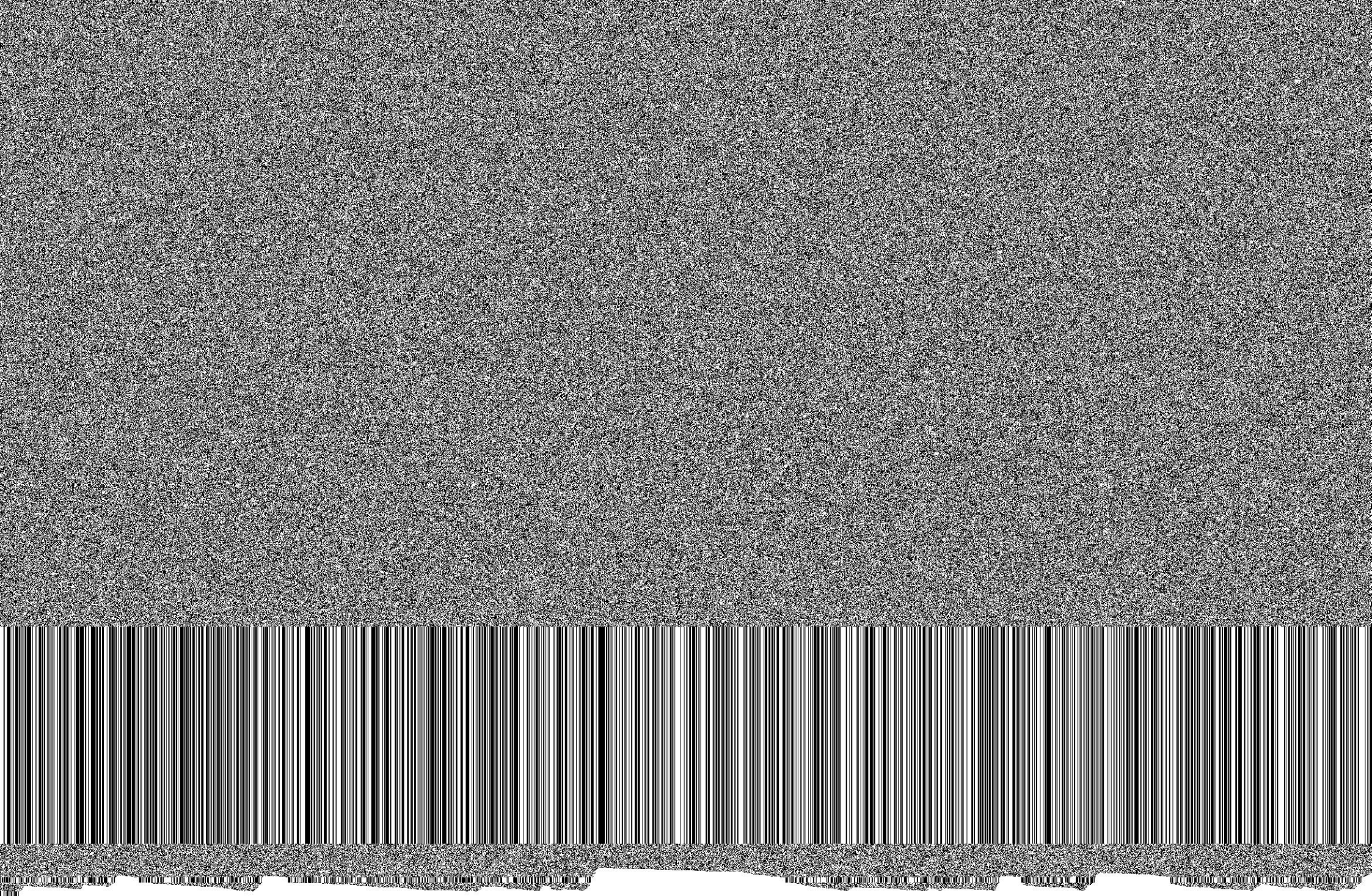
The **Salary fund** represents various donations to fund salaries in school and child and family during the year.

The **Other equipment and services fund** comprises various donations to fund the purchase of teaching aids and equipment and other services such as school holidays, visits, consultancy and training and our new minibus. The fund, summarised above, contains the donations of many individuals, trusts and organisations.

16 Analysis of net assets between funds

2022	Unrestricted funds £	Restricted funds £	**Total £**
Fixed assets	101,141	1,946,759	**2,047,900**
Debtors	462,908	2,299	**465,207**
Investments	782,235	-	**782,235**
Cash	378,363	242,555	**620,918**
Creditors: amounts falling due within one year	(820,408)	(9,330)	**(829,738)**
	904,239	2,182,283	**3,086,522**





23 Prior year Statement of Financial Activities

	Note	Unrestricted Funds	Restricted Funds	Total Funds 2021
		£	£	£
Income from				
Donations and legacies	2	564,419	709,436	**1,273,855**
Charitable activities	3	2,138,534	-	**2,138,534**
Other trading activities: fundraising events		145,317	642	**145,959**
Investments	4	737	-	**737**
Other		2,087	-	**2,087**
Total Income		2,851,094	710,078	**3,561,172**
Expenditure on				
Costs of generating funds				
Raising funds	5	241,474	6,623	**248,097**
Charitable activities: provision of school services, outreach and sessional services and training and development	6	2,198,804	952,055	**3,150,859**
Total expenditure		2,440,278	958,678	**3,398,956**
Net income		410,816	(248,600)	**162,216**
Transfer		12,363	(12,363)	**-**
Net movement in funds		423,179	(260,963)	**162,216**
Total funds brought forward		286,925	2,633,872	**2,920,797**
Total funds carried forward	13	710,104	2,372,909	**3,083,013**

THE PACE CENTRE LTD

England & Wales - Charity number 1011133

Accounts

Company Number: 2707807

The Pace Centre Limited

Financial Statements

For the Year Ended

31 December 2021

THE PACE CENTRE LIMITED
(a company limited by guarantee)

Contents

Company Information	1
Trustees Annual Report	2
Statement of Trustees' Responsibilities	19
Independent Auditor's Report to the Members of The Pace Centre Limited	20
Statement of Financial Activities	23
Balance Sheet	24
Statement of cash flows	25
Notes to the financial statements	26

THE PACE CENTRE LIMITED

Company Information

Charity registration number	1011133
Company registration number	2707807
Trustees	Mr Julian Lovelock (Chairman) Mr Ian Cairns Mr Andrew Coxall Mr Dennis Craggs Mr Ian Harper Mr David Irvine Mr Clive John (Honorary Treasurer) Mr Stephen Painter Ms Satyabhama Pudaruth Mrs Helen Shepherd Ms Kay Taylor Mr Paul Trueman
Chief Executive	Mr Ian Sansbury
Principal and Registered Office	Bradbury Campus 156 Wendover Road Aylesbury Buckinghamshire HP22 5TE
	Additional operational address: Coventon Road Aylesbury Buckinghamshire HP19 9JL
Auditor	Azets Audit Services Suites B & D Burnham Yard Beaconsfield Buckinghamshire HP9 2JH

THE PACE CENTRE LIMITED

Trustees' Annual Report

for the year ended 31 December 2021

The trustees have pleasure in presenting their annual report and audited financial statements for the year ended 31 December 2021 for The Pace Centre Limited, also known as Pace. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

Trustees of the Charity

The Company is managed by a Board of Trustees who are also Directors of the Company. The Board shall review the term of each trustee on a regular basis and refresh the Board as may be required.
A list of trustees who have served during the year are:

Trustees
Mr Julian Lovelock (Chairman)
Mr Ian Cairns
Mr Andrew Coxall (appointed 19 April 2021)
Mr Dennis Craggs
Mr Ian Harper
Mr David Irvine
Mr Clive John (Honorary Treasurer)
Mr Stephen Painter
Mr Adrian Pikett (resigned 28 April 2021)
Ms Satyabhama Pudaruth
Mrs Helen Shepherd (appointed 19 April 2021)
Ms Kay Taylor
Mr Paul Trueman (appointed 19 April 2021)

Julian Lovelock and Clive John have let it be known that they will be resigning in July 2022 and the Trustees are delighted that Helen Shepherd will be taking over as Chair, Stephen Painter as Deputy Chair and Ian Cairns as Honorary Treasurer.

The trustees have set up a number of sub committees as follows:

- Finance and Operations committee: Clive John (Chair), Dennis Craggs, Ian Cairns, Satyabhama Pudaruth
- Education committee: Helen Shepherd (Chair), Ian Harper, David Irvine, Andrew Coxall
- Child and family committee: Julian Lovelock (Chair), Paul Trueman, Stephen Painter, Kay Taylor.

Our Aims and Objectives

Our Purpose: Pace is a specialist charity that is committed to ensuring that children with neurodisabilities have the opportunity to reach their fullest potential in life. Fundamental to our approach is a belief in every child's ability to learn and make progress, whatever the physical or sensory challenges they face. Pace delivers life-changing educational and clinical support to babies, toddlers, children and young people with complex neurodisabilities and practical support and advice to their families. We strive to continually advance best practice in our field.

Our Vision: The Pace vision is that every child in the UK with a neurodisability, and their family, can access educational and clinical support aligned with the Pace approach. To that end, we work very intentionally to share our expertise, to train other providers and practitioners and to campaign for better provision.

Our Aims and Objectives (continued)

Our Guiding Principles:

- Our children's current and future needs are at the core of everything we do. We have a positive belief in every child's ability to learn and strive continuously to ensure that they receive an "education for life" which enables them to be as active and independent as possible and to achieve their potential for a fulfilled life
- Pace is a family centred charity. We use our collective knowledge and skills to achieve a comprehensive understanding of the child and their family's unique challenges and goals in order to educate, empower and support. We always work in close partnership with our families
- We are committed to achieving and advancing best practice in our field through active engagement with other partners and aim to set the standard required in transdisciplinary skill sets, teamwork and approach to best meet the needs of children with neurodisabilities and related developmental challenges. We aim to demonstrate the impact of our approach through data collection and research
- The dedication of our staff and community of supporters is a strength of the organisation. We value and respect the contribution that *every* member of our community brings to the work of Pace
- We always seek what is best for our children and families whilst providing value for money to those who fund our work.

Pace has become a leading specialist centre for children with neurodisabilities with a growing reputation both nationally and internationally. Our innovative combination of different educational and therapeutic approaches is genuinely unique and is highly effective in meeting the total learning needs of the developing child. We are committed to continuing research in our field and to the dissemination of our practice to others.

What makes us different?

- A strong focus on early assessment and targeted intensive intervention for babies and young children aged 0-3 years when their brain is most receptive to new learning due to its neuroplasticity
- A commitment to working in partnership with parents as equal partners in the education and development of their child
- A transdisciplinary and integrated educational approach which draws on best practice from occupational therapy, conductive education, speech and language therapy, physiotherapy and special education to provide a rich and individually tailored learning environment for our children
- Pace's innovative model, developed over 30 years, which allows for attention to detail, continual review and adaptation based on the changing needs of our children and their families
- The transdisciplinary skill set of our staff and the high level of expertise which they bring to our services for children with neurodisabilities
- Our commitment to sharing and disseminating knowledge and skills in the field of neurodisabilities with other professionals, practitioners and parents.

It is these facets of our practice that mark us out as an "Outstanding" provider, as we always have been by Ofsted. Our latest Ofsted inspection took place in November 2019, and that report can be accessed at https://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/131462.

Our Aims and Objectives (continued)

The needs we address:

1. Children's needs

- We work with children and young people aged 0-18 who have learning and developmental difficulties as a result of a neurodisability particularly, but not limited to, sensory motor disorders such as cerebral palsy. Children who have a neurodisability such as cerebral palsy may find it more difficult to move, engage in play, communicate, eat, drink, dress, draw, write, use technology, access the school curriculum, socialise and develop independence. They may also have medical and orthopaedic needs as a result of their condition
- In addition to our work with sensory motor disorders, our therapy provision within Child & Family Services increasingly covers a wider range of neurodisabilities, including autistic spectrum disorder (ASD), attention deficit hyperactivity disorder (ADHD), social emotional and mental health challenges (SEMH), behavioural challenges, school refusal and motor coordination challenges (including difficulty with handwriting and in accessing PE)
- We ensure that we address all these needs as part of a holistic package of intervention, education and care
- We give great attention to the building blocks required for ongoing learning: sensory, perception, motor, communication and play. As a result, children who attend Pace make accelerated progress and become active learners. They learn what they can do for themselves and develop confidence and belief in their own abilities.

2. Families' needs

We know that parents of disabled children are anxious about what the future holds for them and their child. Like any parent, they want to do their very best for their child. Pace helps them by:

- Offering a warm, welcoming environment in which parents feel nurtured, supported and respected
- Providing "hands on" training (particularly in our Child and Family service) and ongoing information, guidance and advice about their child's needs so that parents feel empowered and informed in their parenting role
- Giving positive encouragement and hope for the future by providing very skilled therapeutic and educational intervention for their child at a time when they need it most
- Including them within our community of families from which they can find friendship and peer support
- Meeting families' needs is a particular focus of our Pace Digital developments, which are increasingly providing practical and high quality resources and access to peer support online.

Our Aims and Objectives (continued)

3. **The need to train and share expertise with our own staff and others in the specialist area of neurodisabilities**

   Pace is committed to building expertise in our specialism within our own staff team and in the workforce generally. We offer the following training and development opportunities to our own staff and external practitioners:

   - **Student Placements:** Pace is pleased to have been able to offer undergraduate placements for students in Occupational Therapy and Conductive Education. We also regularly host students wishing to gain work experience as part of their sixth form or higher education courses
   - **Training Courses:** With the availability of the Cazenove Training Suite, opened as part of the Weston Centre at our Bradbury Campus in 2016, Pace has been able to offer an increased level of training in cerebral palsy and related aspects to our own staff as induction training and ongoing professional development.

This rigour in our training provision has brought us to a place where we can increasingly offer training courses to other centres and practitioners, both locally through the Cazenove Training Suite and online through our digital services, which are described in more detail within the strategy section of this report.

Our Impact:

We take very seriously the need for us to measure, report and learn from the outcomes we achieve for our children, young people and families, as evidenced by the continuing focus on that work within our strategic priorities outlined below in the section Strategic Progress. Our website details both the outcomes that we achieve for our children and also the journey we are on developing our impact reporting practice. We continue to focus on enhancing our outcome measurement and reporting frameworks, to enable us to better report our impact to stakeholders, to improve our own practice and as a means to demonstrate and disseminate our practice to others.

Public Benefit

In establishing the annual objectives and activities which will fulfil Pace's overall aims, the trustees have regard to the principles of public benefit at all times. It is central to the charity's ethos to assist children and young people on the basis of educational and medical suitability for the services offered and not to impose narrow geographical boundaries or unreasonable financial burdens on those that attend. Pace needs to fundraise on behalf of every child, whether they attend full or part time, as the costs for each child substantially exceed the combination of statutory (LEA) funding and parental contributions. In addition, there have always been children in attendance who are not in receipt of any LEA funding, either for part or the whole of their time at Pace. This is particularly true for children in our early years' service which is heavily subsidised by our charitable income.

Our Values

Our work is informed by our values which are deeply held. We are

- **Child and Family Centred**: We always place the children, young people and families we support at the very heart of all that we do
- **Innovative**: We are creative problem-solvers, both in meeting the needs of our children, young people and families and organisationally
- **Specialist**: We are committed to achieving and continually advancing best practice in our field. We are intellectually curious and always seek to learn
- **Dedicated**: The dedication of our staff and volunteers is greater than one finds in many organisations. We believe that this is an important part of our success
- **Compassionate**: Our practice is always informed by a sense of intelligent compassion for the children and families we support and by deep respect for each other. Intelligent compassion is always informed by what is in the best long-term interests of the child and the family and Pace's long-term sustainability
- **Aspirational**: We aspire to the very best outcomes for our children, young people and families. We aspire to be the best we can be, both as individuals and as an organisation.

Our Pace "Ingredients"

During the year we have worked hard to distil the ingredients of our practice that make Pace so distinct and impactful. These ingredients reflect the needs, abilities and opportunities that exist for every child with a complex neurodisability and they underpin every facet of our work. These ingredients are:

- Access to learning and curriculum
- Attention and regulation
- Communication
- Daily life skills
- Emotional wellbeing
- Movement
- Play
- Relationships
- Sensory processing and loss.

Strategic Progress

The following section outlines the 2021 objectives that the trustees established and Pace's progress against them.

Achievements and performance:

The trustees have been very pleased with the significant amount of progress towards Pace's strategic objectives, despite the COVID 19 pandemic and the significant disruption that it has caused. The trustees believe that continued progress against these strategic programmes are helping Pace to realise its long held vision "…that every child in the UK with a neurodisability, and their family, can access educational and clinical support aligned with the Pace approach".

Objectives for 2021	Activities and achievements
The objectives for 2021 reflected a great deal of continuity from the prior year, given the multi-year nature of our core strategic objectives.	
Pace Digital	
We will complete the National Lottery Community Fund funded enhancements to our Teletherapy practice during the Spring term of 2021.	We completed the delivery of our new teletherapy studio, which can facilitate both teletherapy sessions with children and families and the development of online video content, in March 2021. We delivered 375 teletherapy sessions during the winter lockdown, reaching 98 children (36 of which were new to us and many of those from outside our normal catchment area). We have also developed a number of instructional videos for families (including Zones of Regulation, Bi-Manual Therapy, Sensory Feeding and Safer Moving and Handling) and a digital 'service recipe' for teletherapy to assist other centres in designing and delivering their own provision.
We will begin development of the 'support & advice' web and social media component of Pace Digital. We will complete the CAST Definition design programme for that component in April 2021 and seek funding (potentially from both trust and major donor sources), with development planned to start in June 2021. This development will incorporate a new web portal, tight social media integration and the delivery of high quality support and advice content.	The advice and support component of Pace Digital has taken a little longer than we had originally envisaged, given the process of developing the initial stock of family-centred resources, but was successfully launched in May 2022. As the platform was being developed it became a bigger project than originally envisaged. The new Pace website incorporates a growing library of practical resources for families and practitioners and articulates more clearly than ever before the Pace approach, based around our nine core 'ingredients'. The site visually prioritises the delivery of advice and support resources to families, which we believe will signal clearly a new and distinct focus on digital provision for Pace. We tendered the web build in October 2021 and, having short-listed three contenders, awarded the contract to Den Creative (https://www.dencreative.com), the agency that has helped to develop the new Pace brand. As part of the delivery, Den contributed a significant amount of invested time into the project through the team's charity days and we are very grateful for that generosity which has

Objectives for 2021	Activities and achievements
Pace Digital (continued)	
	been accounted for as a gift in kind, which has allowed us to deliver a much-enhanced platform. We have also collaborated with partner legal firms to develop resources around EHCP and SEND law advice for families, the first step in opening up Pace Digital to other carefully selected contributors. Pace Digital has also provided the catalyst for us to revamp our approach to data management, particularly as it relates to children and families. In order to manage data from the Pace Digital platform alongside that of our existing families, and to facilitate users moving seamlessly from digital to face-to-face, we are creating a new family database using Microsoft Dynamics. This will replace our existing database and a number of spreadsheet solutions and we plan that it will become the core of an expanding Pace-wide data solution. By 31 December 2021 Pace had spent £69,319 on the development of this project. This has not been recognised as an intangible asset because its key purpose is not to generate income and it will also require regular updating. The section on Brand Review and Development outlines our approach to marketing the Pace Digital platform and its integration with social media.
Early Intervention	
During 2021, we will substantially complete fundraising for the three-year evaluation programme for our early intervention provision. As we reach critical mass in terms of funding, we intend to eliminate parental fees for sessions for all children under the age of three, allowing us to reduce barriers to provision for families and ensuring that we have the best possible cohort for the evaluation.	To date we have raised over half of the costs of our three-year early intervention programme, including significant gifts from the Garfield Weston Foundation and the Julia and Hans Rausing Trust. We continue to build a strong fundraising pipeline and remain confident in completing the funding for this highly impactful area of our work. As a result, we have been able to extend free sessions to all children under the age of two – and we hope to extend that to children under the age of three very soon. In 2021, therapists had sessions with 43 children under 1, 16 under 2 and 13 under 3. During 2021, we have also successfully negotiated the delivery of a pre-assessment service to support the parents and carers of Buckinghamshire children under the age of 5 who are awaiting a diagnosis of ASD or ADHD. This programme is currently under development and will incorporate webinars and other practical resources that will be hosted on Pace Digital, telephone support and parent support groups, using the Circle of Security programme. The programme will be launched at the start of the summer term 2022. It represents the first health-commissioned grant funding of our early intervention practice.

Objectives for 2021	Activities and achievements
Early Intervention (continued)	
We will conduct a literature review, continue the development of our outcome framework and finalise plans for the academic and financial evaluations in 2022/23.	We have continued to develop the outcome framework for our early intervention work, and for Child & Family more widely. This will be assisted with the support and advice of one of the world's leading experts in disability research. For all children accessing Child & Family, of whatever age, we are using Goal Attainment Scaling (GAS) or the Canadian Occupational Performance Measure (COPM) (or both) to measure outcomes, depending on the primary concerns of the parents. The goals are reviewed at different periods depending on the expected duration of therapy provision. This framework is still in the early stages of use, and we are working to improve consistency in the way we use and review these measures. Data is collected and analysed to identify: • Average number of goals per child • Which of the nine Pace 'ingredients' are included in the goals set **GAS** • The number of goals that have achieved the desired outcome • The number of goals that have achieved less than the desired outcome • The number of goals that have achieved more than the desired outcome **COPM** • The average initial satisfaction score • The average initial performance score • The average post intervention satisfaction score Given the critical importance of family outcomes for our early intervention work, and through the specific expert advice of Peter Rosenbaum, we are developing a further outcome set for that programme. This will gather qualitative data about parental experience before and after intervention and will specifically include parental and family wellbeing. Data will be collected at six monthly intervals to draw out themes in parental experience.

Objectives for 2021	Activities and achievements
SMART School	
We will complete the prototype SMART classroom in our Wendover Road secondary school during the 2021 Easter holidays, together with the delivery of newly refurbished and Assistive Technology-rich bathrooms at both school sites during the summer holidays.	During the year, we have made significant progress towards Pace becoming a genuinely SMART School. In addition to the specific developments in our prototype SMART classroom, we have also been able to invest significantly in classroom IT across the school, including new smart screens, keyboards and webcams, Surface Pro devices and FrontRow speaker systems (which equalise sound across the room, providing a more balanced auditory experience for children with hearing impairment and/or sensitivity to noise). As a result, we have been able to bring improved access to IT and assistive technology (AT) to the whole school more rapidly than we had originally envisaged. The prototype SMART classroom was completed during the 2021 Easter break, delivering an environment that will enhance digital learning and independence for our oldest cohort of students as they prepare to transition to other settings. In addition to the school-wide investments outlined above, we have invested very intentionally in the hardware and infrastructure in the new SMART classroom, creating an environment that our students can access and control themselves, rather than relying on a member of staff to help them. That investment includes door, window and blind automation, hi-lo cupboards and surfaces within a new kitchen area, and accessible lighting and air heating and cooling. We have been evaluating the impact of this new facility, to inform the outcomes for our students and the delivery of further SMART classrooms across the school. A summarised version of this feedback can be viewed in this video (https://www.youtube.com/watch?v=bGuS36lqgFs), which was compiled from the responses that we received from our young people in Rowan group. Our bathroom refurbishment programme was completed successfully in the summer of 2021, with the support of the Band Trust, the Wolfson Foundation and The William Harding's Charity. As a result, all the school bathrooms across both sites are now more functional and accessible, with upgraded hoists, changing beds and high-lo sinks. Independence and self-care learning is a fundamental part of our school curriculum, and these upgraded facilities are leading to better outcomes for our children and young people, and reduced time in the bathroom for both students and staff.

Objectives for 2021	Activities and achievements
SMART School (continued)	
By the end of 2021, we will have completed year 2 of our SMART curriculum development and will also have made significant progress towards the documentation of the third and final year.	We are on track to complete the documentation of the final year of our three-year rolling curriculum, which includes the use of SMART resources and digital assistive technology, by the end of 2022. This will enable us to fully embed SMART School internally and provide us with a valuable resource that can be disseminated to other providers and practitioners.
The next step is to secure funding for the next phase of our SMART classroom roll-out (particularly the first SMART classroom within our Coventon Road primary school).	Our focus now is to continue the rollout of SMART classrooms across the school (particularly prioritising Maple Group in Primary and Oak in Secondary), to continue to upgrade IT hardware and to secure the funding for our AT Lead and AT Technician on a longer-term basis. We are continuing our conversations with potential funders to make that a reality.
Impact	
Within the school service, we will finalise plans for aggregation and reporting of student outcomes across all ten categories of Pace impact on children and young people. We will establish measures to fill identified gaps in current measurement approaches, particularly wider family and mental health outcomes, and establish benchmarking comparisons where possible.	The School team has made huge progress in the development of their impact measurement systems. Over the course of 2021: • We have continued to embed goal attainment scaling (GAS) as our goal-setting methodology and established Evidence for Learning as our outcome data repository • We have established our curriculum framework covering our identified nine curriculum and outcome areas (which cover both the School and Child & Family) • We have updated our detailed and summary theories of change for the School to reflect the nine curriculum areas • We have established a group of 24 alumni who are happy to take part in longer-term impact work, particularly the development of case studies about their experience of Pace and their lives after leaving. Of these, we have identified five alumni who are happy to act as Pace Ambassadors. The significant enhancements we have made in our outcome measurement methodologies enable us to measure outcomes in a standardised way and to aggregate them in ways that can be meaningfully reported externally. As these processes become more robust, our vision is still that the Pace approach to goal setting and outcome measurement can become the standard for special schools working with children with complex sensory motor disorders. By encouraging other settings to follow the Pace model and by gathering

Objectives for 2021	Activities and achievements
Impact (continued)	
	comparative data, we believe we can reach a point where different providers can compare outcomes and genuinely establish what works (and what doesn't) for these children and young people. We continue to focus on wider family wellbeing and mental health outcomes. We have had good initial discussions with ProBono Economics on the area of mental health outcomes and repeated our family survey during the summer term in order to capture the wider outcomes that we deliver for parents, carers and other family members.
Brand Review and Development	
Over recent years, we have increasingly recognised that Pace's brand is in need of a major review. The strategy laid out in this report requires Pace to articulate itself to our many stakeholders, internal and external, in a fresh and more self-confident way. Although we are not seeking a change to the name 'Pace', which continues to serve us well, 2021 will see a significant upgrade of our visual identity and brand narrative as we seek to grow our national profile and impact.	The launch of Pace Digital in March 2022 was accompanied by the unveiling of our new brand, visual identity and tone of voice, which will be more appropriate to our increasingly national and digital audience. The launch and promotion of this latest phase of Pace Digital is key to achieving our goal of reaching more families, nationally and internationally. Towards the end of 2020, we engaged an agency to help optimise our free Google Ads activity (under the charity Google Grants programme). They have, over the last year, identified search behaviour that will influence the choice and weighting of content that we publish on the advice and support hub and that will help to drive traffic into the site. We have extended that contract for a further year to ensure successful launch of Pace Digital. We have also secured the services of an SEO agency, as a corporate donor, who are donating time to ensure that we have the right keywords and that we optimise our site for the strongest possible organic search results. The impact of this will be in 2022. We will also be seeding content into relevant social media audiences, where we have already established a presence and dialogue with the community. We will evaluate the use of paid social promotion, particularly with practitioner audiences on Twitter and LinkedIn. The resource content will also be of interest and use to our existing Pace families, who will be encouraged to share with their networks (as we know that 'digital word of mouth' is an important form of advocacy for our work).

Objectives for 2021	Activities and achievements
Unrestricted reserves	
We will place a continued emphasis on improving Pace's unrestricted reserves. The trustees have set a break-even budget for the year, which (given the quantum of restricted depreciation each year) will, if achieved, result in a meaningful unrestricted surplus and improvement in unrestricted reserves. We will seek to secure 2-3 further significant core/unrestricted trust relationships, focused particularly on the transformational vision and strategy that we have laid out for Pace. The trustees have set a target for unrestricted reserves of at least £400k by end 2021 and £500k by end 2022.	2021 has been another very successful year financially. We are delighted that so many of our supporters (trusts, corporates, community organisations and individuals alike) identify with our ambitious vision and strategy and are supporting us so wholeheartedly in their delivery. We were delighted in the year to confirm three very significant long-term funding relationships, which will each generate very meaningful annual support towards our core operating costs. These accounts report an overall surplus for 2021 of £162,216 including an unrestricted surplus of £423,179. Our unrestricted reserve at 31 December 2021 is £710,104 (or 2.5 months of core operating expenses), substantially exceeding our target for the end of 2021. Our 2022 budget is for another at least break-even year overall. We are very hopeful of reaching our target level of reserves of 4 months of expenditure of approximately £1.1m within the coming 2-3 years.

Objectives for 2022

Our objectives for 2022 reflect a great deal of continuity from the prior year, given the multi-year nature of our core strategic objectives.

1. Pace Digital

- We will launch the new Pace website (including our new Advice & Support Hub) and our new brand identity
- We will complete the first phase of our new Dynamics Database, to manage data relating to children and families
- We will plan, and ideally start to deliver, the third phase of Pace Digital, our online training provision.

2. SMART Programme

- We will develop, prioritise, fund and begin delivery of the second phase of our SMART Programme, including the further roll out of SMART classrooms within Pace School, the development of our AT delivery for children under 5 in our early intervention programme and the development of our internal and external IT and AT training for practitioners and families.

3. Child & Family

- We will continue to fund and deliver our early intervention programme, expanding the number of babies and toddlers we can see free of charge and continuing to embed our outcome measurement framework
- We will plan and launch our new Neurodevelopmental Pathway Pre-Diagnostic Service, commissioned by Bucks NHS Healthcare Trust
- We will plan and launch our school-based Primary Mainstream pilot programme.

4. Impact

- We will continue to develop and embed our granular child and family-centred outcome measures and reporting systems
- We will develop and deliver our impact reporting to external stakeholders through the new Pace website, establishing appropriate ways to aggregate and translate granular outcome measures into organisational outcomes for major funders and commissioners
- We will repeat our family survey.

5. Unrestricted Reserves

- We will continue to build our unrestricted reserve towards our target of 4 months operating costs, through overall break-even budget (and therefore c.£120k budgeted unrestricted surplus)
- We will work to reduce the structural deficit in Pace School, through a concerted programme to fund the costs of therapy provision.

6. Governance

- We will ensure a smooth transition of senior trustee roles (Chair, Deputy Chair, Chair of Finance & Operations Committee) and recruit a new finance trustee.

Fundraising standards information

A fundraising strategy has been prepared and approved by the trustees which identifies our income streams and the approach taken for each activity. This strategy takes into account best practice and current standards. With the introduction of GDPR from 25 May 2018 we have continued to review and, where appropriate, revise our policies and procedures including: data capture, complaints procedure, transferring of data and the implementation of the data subjects' preferences.

All fundraising is done in house and not outsourced to any professional fundraisers or commercial participators.

Pace has opted to join the Fundraising Regulator. The Fundraising Regulator holds the Code of Fundraising Practice for the UK. We follow the standards for charitable fundraising, ensuring that our fundraising is respectful, open, honest and accountable to the public. Pace has not knowingly failed to comply with the standards of practice.

Pace has not received any complaints regarding its fundraising efforts in the year ended 31 December 2021 or to the date of this report.

In all our policies and practices we have not actively sought additional data that is not already in the public domain. We only record data that people opt to provide to us. It is our policy to not knowingly contact persons over a certain age. We have actively purchased dates of birth to help us achieve this objective. Our communication programme focuses on less intrusive types of communication, for example email. Our direct mail campaigns are minimal and targeted. All fundraising requests are passive as we do not run face to face or telephone campaigns.

Financial review

The trustees have a continued focus on the need to improve the charity's financial sustainability and the charity has taken appropriate action. The charity is making all possible efficiencies whilst continuing to develop new income generating activities. As noted earlier in this report, this includes proactive engagements with local authorities to increase numbers of school placements, further developing our charity profile through more intensive marketing and continuing to diversify and grow our voluntary income.

A rolling three-year strategic plan and budget have been prepared and are being implemented to support the drive for ongoing sustainability. As a result of the continued successful implementation of this plan, there was an overall net surplus in income over expenditure of £162,216. This comprised a surplus on unrestricted funds of £423,179 and a deficit of£260,963 on restricted funds. The restricted deficit arose as money was spent in 2021 that had been received in prior years.

The main variances are set out below:

- Donations and legacies income were slightly lower than last year when we had very high levels compared to 2019 and prior years. Although lower, the split between restricted and unrestricted changed with an increase in unrestricted and a decrease in restricted. (In 2020 we received a high level of restricted income). In 2021 we received 72 grants with an average value of £14,300 compared to the 70 grants in 2020 with an average value of £17,000.
    - We were also the recipients of some gifts in kind totalling £41,040 being the contribution of invested time from Den Creative in the development of Pace Digital and our website
    - Our individual donations were up on 2021 but included the conversion of part of a benefactor's loan to a donation
    - We continued to receive grants because of COVID 19 for the Job Retention scheme (furlough) and additional statutory sick pay grants due to COVID 19 but at a much lower value than the prior year

Financial review (continued)

- Charitable activities income increased due to
  - an increase in the number of students attending Pace school and the average fee per child being increased. This included private placements as well as children being placed by Local Authorities
  - an increase in the number of children seen by Child and Family services in sessions was offset by a slight decrease in the number of students receiving therapeutic input either in their own school, at home or sessions at Pace
  - an increase in the provision of Occupational Therapists into a Local authority run special school
- Fundraising events income increased from the much lower levels of 2020 but not to the level of 2019. The Big Walk, Golf day and Christmas Fair all raised record amounts and a much higher level of participation than had been experienced even before the pandemic. A successful dinner dance was held at the third attempt having been postponed.

With respect to expenditure, the costs of our charitable activities have increased due to salary costs and expenditure on restricted items. Within our income under trust donations both in 2020 and 2021 we applied for and won a number of funds to improve our classroom resources including monies towards replacing some old IT and being able to buy new equipment to help support our students. We have continued to be able to increase the technology in the classroom which greatly enhanced our provision for the children and will continue to enhance our service in the next few years.

Approximately 68% of our school running costs is funded from the fees received from the Local Authorities and the remainder continues to be raised through Pace fundraising and the generous support of many trusts, companies and individuals.

The cash flows of the charity showed a net decrease in cash of £304,571 (2020: £797,571).

Investment Policy

The trustees feel that the most appropriate policy for investing the unrestricted reserve is a deposit account or fixed-term deposit (with a maximum maturity of two years) with a major UK institution, preferably in a product that has been designed for the charity sector.

Reserves Policy

The trustees reviewed and updated their policy for the charity in 2021 and they maintain that the minimum level of reserves (excluding funds not otherwise committed or restricted) should be between 4 and 12 months of budgeted expenditure. This level has been set to cover expected overheads including wages in the event that no more monies are received so that the organisation could cover its costs in an orderly manner. The strategic plan and budget have been prepared to achieve this objective.

At 31 December 2021

- the total reserves were £ 3,083,013 (2020: £2,920,797)
- the restricted reserves, which can only be spent as directed by the donor were £2,372,909 (2020: £2,633,872). These reserves principally represent incurred capital costs on the development at Wendover Road and are being released as the development cost is depreciated. The depreciation charge for the year against these restricted balances is £114,005
- Unrestricted reserves at 31 December 2021 were £710,104 (2020: £286,925).

Financial review (continued)

Going Concern

The financial statements have been prepared on a going concern basis. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of approval of these financial statements. Detailed cash flow forecasts have been prepared and reviewed by the trustees and continue to be reviewed on a regular basis against actual results.

In order to provide support to the charity, in 2016 a long-term interest free loan facility of £1,000,000 was provided by a donor whilst the sustainability strategy first adopted in 2016 comes to fruition and, as detailed in note 13, is now not due for repayment until earliest I January 2023. At the beginning of the year £500,000 had been drawn down of which £350,000 has been converted into donations, leaving £150,000 of the drawn-down amount outstanding. In the year, the benefactor kindly agreed that up to £100,000 could be used against the costs of investing in the work on Pace Digital. By 31 December 2021, £69,319 had been converted leaving a closing balance of £80,681 on the loan of which £30,681 will be converted in 2022 against the ongoing Pace Digital project. Taking into account the availability of the undrawn balance of this loan facility of £500,000, on the basis of this analysis, the trustees have a reasonable expectation that Pace will have adequate resources to continue in operational existence for the foreseeable future and it is therefore appropriate to adopt the going concern basis of accounting for these financial statements.

The trustees are confident that Pace remains a going concern.

Risk Review

The trustees, together with staff, have implemented controls and procedures throughout the organisation to minimise external and internal risk and ensure a consistently high quality of education and care for the children and appropriate working conditions for staff. At a strategic level, and as noted elsewhere in this report, the trustees have continued to focus on the mitigation of the key risks; the need to maximise the cash resources of the charity and the need for the charity to continue to be sustainable.

The key risks have been identified as follows:

- The School does not meet the practice, educational and regulatory standards required of a school as measured by Ofsted and the Department for Education. The risk would be that our reputation as an Outstanding school would be lost and this would impact on pupil placement at the school and our charitable fundraising. To mitigate this risk, on joining the organisation, all staff members receive rigorous induction training including safeguarding, health and safety, educational and clinical practice modules, observation and assessment by the senior team. In addition, all staff members are required to read all the regulatory policies held on the organisation's intranet in their first month and their supervisor ensures that this has been done. The Director of Education reviews these policies on a regular basis and any changes are communicated to all staff. If a breach, however small, is noticed, all staff are reminded of the policy. Regulatory training is carried out for all staff routinely throughout the year. Pace has very clear and robust standards of practice which are shared with new staff and existing staff at performance reviews. In 2020 a School subcommittee of trustees to review processes and procedures was set up as planned.

Financial review (continued)

Risk Review (continued)

- **Safeguarding** of children at Pace is paramount. The risk is that a serious incident relating to non-compliance with the statutory guidance would affect our reputational risk and the placing of children at the school. All staff members have training in child protection as soon after their appointment as possible. Any issues are brought to the attention of the designated safeguarding officer and are followed up immediately. There are termly safeguarding and health and safety monitoring meetings which review any matters. Nominated trustees have overall responsibility for safeguarding and health and safety and carry out spot checks from time to time to ensure compliance. Safeguarding and health and safety are on all Senior School Management team, Leadership team and Trustee meeting agenda
- As the charity relies on income from fundraising, there is a risk of non-compliance with best practice by Pace fundraisers which could impact negatively on donations to the charity and incur financial penalties. The Director of Fundraising therefore ensures that the team complies with best practice at all times. Fundraising standards of practice and operations are overseen by the Chief Executive and the Board of Trustees.

COVID 19

The trustees are pleased that Pace was able to mitigate the financial impact of the virus as much as it could.

The trustees are very grateful for the efforts of all the Pace staff in the last two years for managing the impact of Covid 19 on the business and continuing to provide the same high standard of service to our beneficiaries whether through teletherapy or face to face.

Structure, governance and management

The trustees are appointed by the Board who elect or re-elect the trustees. The Board of Trustees reviews the term of each trustee on a regular basis to refresh the Board as may be required. An induction programme is in place which involves both information and training delivered by senior staff. Trustees are also invited to take an active part in the life of Pace at open days, fundraising and other corporate events.

The day to day activities of the charity are run by the Leadership team consisting of the Chief Executive, Director of Finance, Director of Education, Director of Clinical Services and Director of Fundraising. The remuneration of the charity's key management personnel is based on benchmarking against similar roles at similar size charities and is approved by the trustees.

Small company provision

In preparing this report, the trustees have taken advantage of the small companies' exemption provided by section 415A of the Companies Act 2006.

Mr J Lovelock

For and on behalf of the trustees Date: 16th May 2022

Statement of Trustees' Responsibilities

The trustees (who are also directors of The Pace Centre Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention of fraud and other irregularities.

The trustees each confirm that

- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditors is unaware; and
- the trustees 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 charitable company's auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

For and on behalf of the trustees

Mr J Lovelock Date: 16th May 2022

Opinion

We have audited the financial statements of The Pace Centre Limited (the 'charitable company') for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of cash flows and Notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2021 and of its profit 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 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 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 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. 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters 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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we 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. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk 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.

Use of our report

This report is made solely to the 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 anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Creasey (Senior Statutory Auditor)
For and on behalf of Azets Audit Services
Statutory Auditor & Chartered Accountants
Beaconsfield
16th May 2022

THE PACE CENTRE LIMITED

Statement of Financial Activities (including an Income and Expenditure account)

for the year ended 31 December 2021

	Note	Unrestricted Funds	Restricted Funds	**Total Funds 2021**	Total Funds 2020
		£	£	**£**	£
Income from					
Donations and legacies	2	564,419	709,436	**1,273,855**	1,424,399
Charitable activities	3	2,138,534	-	**2,138,534**	1,847,776
Other trading activities: fundraising events		145,317	642	**145,959**	99,582
Investments	4	737	-	**737**	954
Other		2,087	-	**2,087**	2,270
Total Income		2,851,094	710,078	**3,561,172**	3,374,981
Expenditure on					
Costs of generating funds					
Raising funds	5	241,474	6,623	**248,097**	228,887
Charitable activities: provision of school services, outreach and sessional services and training and development	6	2,198,804	952,055	**3,150,859**	2,675,712
Total expenditure		2,440,278	958,678	**3,398,956**	2,904,599
Net income		410,816	(248,600)	**162,216**	470,382
Transfer		12,363	(12,363)	**-**	-
Net movement in funds		423,179	(260,963)	**162,216**	470,382
Total funds brought forward		286,925	2,633,872	**2,920,797**	2,450,415
Total funds carried forward	15	710,104	2,372,909	**3,083,013**	2,920,797

All income and expenditure derive from continuing activities.

The statement of financial activities includes all gains and losses recognised during the year.

The accompanying notes form part of these financial statements

THE PACE CENTRE LIMITED
Company registration number: 02707807

Balance Sheet

as at 31 December 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	10		**2,110,727**		2,220,354
Current assets					
Debtors	11	**337,525**		508,556	
Investments	12	**776,252**		-	
Cash at bank and in hand		**946,226**		1,250,797	
		2,060,003		1,759,353	
Creditors: amounts falling due within one year	13	**(1,007,036)**		(1,058,910)	
Net current assets			**1,052,967**		700,443
Total assets less current liabilities			**3,163,694**		2,920,797
Creditors: amounts falling due after more than one year	14		**(80,681)**		-
Net assets			**3,083,013**		2,920,797
Charity funds					
Restricted funds	15		**2,372,909**		2,633,872
Unrestricted funds	15		**710,104**		286,925
Total charity funds			**3,083,013**		2,920,797

These accounts were approved by the trustees on 16th May 2022

Mr J Lovelock
Chairman

The accompanying notes form part of these financial statements

THE PACE CENTRE LIMITED

Statement of cash flows

Year ended 31 December 2021

	Note	2021 £	2020 £
Cash flows from operating activities and net cash flow from operating activities	17	**483,176**	796,617
Cash flows from investing activities			
Purchases of fixed assets		**(12,363)**	-
Purchase of current asset investments		**(776,252)**	-
Interest received		**868**	954
Net cash flows from investing activities		**(787,747)**	954
Net (decrease) / increase in cash and cash equivalents		**(304,571)**	797,571
Cash and cash equivalents at 1 January		**1,250,797**	453,226
Cash and cash equivalents at 31 December		**946,226**	1,250,797
Cash and cash equivalents consists of:			
Cash at bank and in hand		**414,651**	279,266
Short term deposits		**531,575**	971,531
Cash and cash equivalents at 31 December		**946,226**	1,250,797

The accompanying notes form part of these financial statements

1 Summary of significant accounting policies

The significant accounting policies applied in the preparation of these financial statements are set out below. These polices remain unchanged from the prior year.

a) General information and basis of preparation.

The Pace Centre Limited (also known as Pace) is a company limited by guarantee incorporated in England and Wales.

The charity constitutes a public benefit as defined by FRS 102. The financial statements have been prepared in pounds sterling (which is the functional currency) under the historical cost convention, the Companies Act 2006, 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) and UK Generally Accepted Accounting Practice as it applies from 1 January 2021.

b) Significant estimates and judgements:

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

- depreciation rates (see (h) below)
- allocation of support costs (see (g) below)
- Website redevelopment. As the website development is not primarily income generating and will require regular updating the £69,319 spent to the end of 31 December 2021 has not been capitalised.

c) Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors. The aim and use of each restricted fund is set out in the notes to the financial statements.

d) Going concern

The financial statements have been prepared on a going concern basis.

The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of approval of these financial statements. Detailed cash flow forecasts have been prepared and reviewed by the trustees and continue to be reviewed on a regular basis against actual results.

e) Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income from Charitable Activities is measured at the fair value of the consideration received or receivable for services rendered, and is recognised as the services are delivered.

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the value of general volunteer time is not recognised although the trustees' annual report sets out more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

As provided in the SORP (FRS 102) no amount is included in the financial statements for volunteer time.

For legacies, the point of entitlement is the earlier of the date of the charity being notified of an impending distribution or the date the legacy is received. At this point income is recognised. On occasion legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Investment income is earned through holding assets for investment purposes such as on short term bank deposit and solely comprises bank interest.

f) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes the costs associated with the Fundraising team, including payroll for the members of that team and the direct costs of fundraising events
- Expenditure on charitable activities includes the cost of clinical and teaching staff together with the costs of providing the educational and therapeutic interventions
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

g) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include strategy development. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. General overheads have been allocated on a staff pro rata basis.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 7.

h) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Improvements to long leasehold land and buildings	25 to 32 years straight line
Fixtures, fittings and equipment	3 to 10 years straight line

Assets costing over £2,000 are capitalised at cost.

i) Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

j) Leases

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

k) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

l) Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

m) Financial instruments

Debtors

Trade and other debtors are measured at transaction price less any impairment unless the arrangement constitutes a financing transaction in which case the transaction is measured at the present value of the future receipts discounted at the prevailing market rate of interest.

Investments

Current asset investments are short term highly liquid assets which can be liquidated within or have an original maturity of twelve months or less and are held at fair value.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with an original maturity of date of three months or less. For the purpose of the cash flow statement, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts.

Creditors and provisions

Creditors and provisions are recognised when the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their transaction price after allowing for any trade discounts due unless the arrangement constitutes a financing transaction in which case the transaction is measured at present value of future payments discounted at prevailing market rate of interest. Other financial liabilities are initially measured at fair value net of their transaction costs. They are subsequently measured at amortised cost using the effective interest method.

n) Concessionary loans

Concessionary loans received for the purposes of furthering the objectives of the charity are initially recognised in the balance sheet at the amount received and are subsequently adjusted to reflect any accrued interest payable under the terms of the agreement.

2 Income from donations, grants and legacies

	Unrestricted £	**Restricted £**	**2021 Total £**	Unrestricted £	Restricted £	2020 Total £
Donations and grants from trusts and foundations	**562,460**	**674,711**	**1,237,171**	441,584	825,903	1,267,487
Government grants	**-**	**34,725**	**34,725**	-	156,912	156,912
Legacies	**1,959**	**-**	**1,959**	-	-	-
Donations	**564,419**	**709,436**	**1,273,855**	441,584	982,815	1,424,399

Pace benefits greatly from the enthusiastic support and involvement of its many volunteers and supporters. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

The government grants are the monies received in respect of the ”furlough” scheme and additional statutory sick pay monies in response to the issues faced by COVID 19.

Included in restricted donations in 2021 were gifts in kind of £41,040 as an investment of time from the organisation helping us with Pace website development including Pace Digital.

3 Charitable activities: all unrestricted

	2021 £	2020 £
LEA funding	**1,697,773**	1,522,973
Therapy sessions provided to children 0-18	**44,347**	25,978
Non LEA funding of school places	**80,649**	52,581
Provision of staff to other schools	**297,266**	238,698
Training	**127**	1,075
Other	**18,372**	6,471
	2,138,534	1,847,776

4 Investment income

All of the investment income of £737 (2020: £954) arises from money held on interest bearing deposit accounts.

5 Analysis of expenditure on raising funds

	2021 £	2020 £
Salaries and consultancy including training	**194,343**	191,145
Event and function costs	**31,836**	19,511
Direct costs	**72**	86
Support costs (see note 7)	**21,846**	18,145
	248,097	228,887

Expenditure on raising funds was £248,097 (2020: £228,887) of which £6,623 (2020: £2,677) was restricted and £241,474 (2020: £226,210) was unrestricted.

6 **Analysis of expenditure on charitable activities**	**2021**	2020
	£	£
Salaries and consultancy including training	**1,985,954**	1,814,270
Facilities and other costs	**481,717**	263,784
Classroom resources	**174,433**	138,221
Pro bono consultancy services (see note 2)	**41,040**	72,542
Depreciation	**121,990**	120,199
Governance costs (see note 7)	**44,250**	41,702
Support costs (see note 7)	**301,475**	224,994
	3,150,859	2,675,712

Expenditure on charitable activities was £3,150,859 (2020: £2,675,712) of which £952,055 (2020: £776,016) was restricted and £2,198,804 (2020: £1,899,696) was unrestricted.

7 **Analysis of support costs 2021**	Raising funds	General support	Governance function	**Total**	**Basis of allocation**
	£	£	£	**£**	
Salaries, wages and related costs	15,028	207,385	24,045	**246,458**	Prorated on number of staff
General office	6,818	94,090	10,909	**111,817**	Prorated on number of staff
Auditor's remuneration	-	-	8,760	**8,760**	Governance
Legal and other professional fees	-	-	536	**536**	Governance
	21,846	301,475	44,250	**367,571**	

Analysis of support costs 2020	Raising funds	General support	Governance function	**Total**	**Basis of allocation**
	£	£	£	**£**	
Salaries, wages and related costs	13,432	166,559	24,178	**204,169**	Prorated on number of staff
General office	4,713	58,435	8,483	**71,631**	Prorated on number of staff
Auditor's remuneration	-	-	8,505	**8,505**	Governance
Legal and other professional fees	-	-	536	**536**	Governance
	18,145	224,994	41,702	**284,841**	

The charity identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified the governance costs, the remaining support costs together with the governance costs are apportioned between raising funds and the charitable activities in the year.

8 Net income /(expenditure) for the year is stated after charging:

	2021	2020
	£	£
Depreciation of tangible fixed assets	**121,990**	120,199
Loss on disposal of tangible fixed assets	**-**	4,391
Operating lease rentals	**117,402**	115,845
Auditor's remuneration	**8,760**	8,505

9 Trustees' and key management personnel remuneration and expenses

No trustee either received or waived any remuneration during the year (2020: £nil).

The total amount of employee benefits received by key management personnel is £231,475 (2020: £221,823). The charity considers its key management personnel comprise the trustees, Chief Executive, Director of Finance, Director of Education, Director of Clinical Services and Director of Fundraising.

	2021	2020
	£	£
Salaries	**2,113,291**	1,962,016
Social security costs	**166,921**	155,369
Pension costs	**80,845**	76,269
	2,361,057	2,193,654

No employee received remuneration greater than £60,000 (2020: none).

The average number of employees, analysed by function was	**2021 FTE**	2020 FTE	**2021 Number**	2020 Number
Raising funds	**5**	5	**6**	6
Charitable activities	**69**	62	**91**	82
Governance and support	**8**	9	**9**	10
	82	76	**106**	98

The trustees did not have any expenses reimbursed during the year (2020: £nil). There are no related party transactions during the year.

10 Tangible fixed assets

	Improvements to leasehold buildings £	Fixtures, Fittings and Equipment £	Total £
Cost			
At 1 January 2021	3,323,788	133,619	3,457,407
Additions	-	12,363	12,363
Disposals		(5,730)	(5,730)
At 31 December 2021	3,323,788	140,252	3,464,040
Depreciation			
At 1 January 2021	1,147,653	89,400	1,237,053
Provided in the year	110,799	11,191	121,990
Depreciation on disposals	-	(5,730)	(5,730)
At 31 December 2021	1,258,452	94,861	1,353,313
Net book value			
At 31 December 2021	**2,065,336**	**45,391**	**2,110,727**
At 31 December 2020	2,176,135	44,219	2,220,354

The net book values above represent the historical cost less depreciation for the assets, however funded. Included, therefore, are assets purchased from Restricted Funds which are analysed in note 16.

11 Debtors

	2021	2020
	£	£
Trade debtors	**283,408**	440,604
Other debtors	**3,537**	11,660
Prepayments	**50,580**	56,292
	337,525	508,556

12 Investments

	2021	2020
	£	£
Short term deposits	**761,437**	-
Other investments	**14,815**	-
	776,252	-

13 Creditors: amounts falling due within one year	2021	2020
	£	£
Trade creditors	**57,235**	47,997
Accruals and deferred income	**895,074**	813,008
Social security and other taxes	**41,255**	35,386
Other creditors	**13,472**	162,519
	1,007,036	1,058,910

In 2016, a generous benefactor pledged an interest free loan of up to £1,000,000 to be available for at least three years, since extended so that the earliest repayment is now due on 1 January 2023. By 31 December 2021, £500,000 of this loan had been drawn down. Since then £419,319 has been converted to a donation leaving £80,681 outstanding at 31 December 2021 (2020: £150,000) . There remains an undrawn loan facility of £500,000.

14 Creditors: amounts falling due after more than one year	2021	2020
	£	£
Other creditors	**80,681**	-

In 2016, a generous benefactor pledged an interest free loan of up to £1,000,000 to be available for at least three years, since extended so that the earliest repayment is now due on 1 January 2023. By 31 December 2021, £500,000 of this loan had been drawn down. Since then £419,319 has been converted to a donation leaving £80,681 outstanding at 31 December 2021 (2020: £150,000) . There remains an undrawn loan facility of £500,000.

15 Analysis of charitable funds

Analysis of movements in funds	Balance 01/01/2021 £	Incoming resources £	Resources expended £	Transfer	**Balance 31/12/2021 £**
General fund	286,925	2,851,094	2,440,278	12,363	**710,104**
Leasehold Building fund	83,816	-	27,180	-	**56,636**
First Steps Appeal fund	2,006,707	-	76,904	-	**1,929,803**
Salary fund	322,274	371,172	418,484	-	**274,962**
Other equipment and services fund	221,075	338,906	436,110	(12,363)	**111,508**
	2,633,872	710,078	958,678	(12,363)	**2,372,909**

The **Leasehold Building fund** was set up in 1996 to record the cost of the new development of the Coventon Road site against donations received for that purpose. The total fund at 31 December 2021 represents the depreciated historical cost of the building and subsequent extensions. The original building and improvements are carried out under licence granted by the freeholder. The land at Coventon Road is leasehold, with 101 years remaining.

The **First Steps Appeal fund** exists to provide resources to develop the Bradbury Campus at Wendover Road as a new Early Years Centre and Independence Training Centre. The funds are being released as the improvements are depreciated. The total fund at 31 December 2021 is the net depreciated amount.

The **Salary fund** represents various donations to fund salaries in school and child and family during the year.

The **Other equipment and services fund** comprises various donations to fund the purchase of teaching aids and equipment and other services such as school holidays, visits, consultancy and training and our new minibus. The fund, summarised above, contains the donations of many individuals, trusts and organisations.

16 Analysis of net assets between funds

2021	Unrestricted funds £	Restricted funds £	**Total £**
Fixed assets	88,033	2,022,694	**2,110,727**
Debtors	337,506	19	**337,525**
Investments	402,866	373,386	**776,252**
Cash	946,226	-	**946,226**
Creditors: amounts falling due within one year	(983,846)	(23,190)	**(1,007,036)**
	790,785	2,372,909	**3,163,694**
Creditors: amounts falling due after one year	(80,681)	-	**(80,681)**
	710,104	2,372,909	**3,083,013**

17 Reconciliation of net income /(expenditure) to net cash flow from operating activities

	2021	2020
	£	£
Net income / (expenditure) for the year	**162,216**	470,382
Interest receivable	**(868)**	(954)
Depreciation	**121,990**	120,199
Decrease in debtors	**171,031**	70,683
Increase in creditors	**28,807**	131,916
Loss on disposal of tangible fixed asset	**-**	4,391
Net cash flow from operating activities	**483,176**	796,617

18 Analysis of changes in net funds

2021	Balance at beginning of year	Cash Flow	Other changes	**Balance at end of year**
	£	£	£	**£**
Long term borrowings	**-**	-	(80,681)	**(80,681)**
Short term borrowings	**(150,000)**	69,319	80,681	**-**
Total liabilities	**(150,000)**	69,319	-	**(80,681)**
Short term investments	**-**	776,252	-	**776,252**
Cash and cash equivalents	**1,250,797**	(304,571)	-	**946,226**
	1,250,797	471,681	-	**1,722,478**
Total net funds	**1,100,797**	541,000	-	**1,641,797**

19 Pension and other post-retirement benefits

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the year was £80,845 (2020: £76,269).

20 Operating leases

Total future minimum lease payments under non-cancellable operating leases are as follows

	2021	2020
	£	£
Less than one year	**131,988**	112,081
Between one and five years	**448,575**	412,941
Later than five years	**3,310,391**	3,409,608

21 Membership Liability

In accordance with clause 6 of the company's Memorandum of Association, every member of the company undertakes to contribute to the assets of the company in the event of the same being wound up during the time that they are a member, or within one year afterwards for payments of debts and liabilities of the company contracted before the time at which they ceased to be a member, and of the costs, charges and expenses of winding up the same, and for the adjustment of the rights of the contributories, such amount as maybe required not exceeding one pound.

22 Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

	2021	2020
	£	£
Financial assets: Debt instruments measured at amortised cost		
Trade debtors (note 11)	**283,408**	440,604
Other debtors (note 11)	**3,537**	11,660
Current asset investments	**776,252**	-
	1,063,197	452,264
Financial liabilities: measured at amortised cost		
Trade creditors (note 13)	**57,235**	47,997
Other creditors (note 13	**908,546**	825,527
	965,781	873,524
Loan commitments: measured at cost less impairment		
Other loan	**80,681**	150,000

23 Prior year Statement of Financial Activities

	Note	Unrestricted Funds	Restricted Funds	**Total Funds 2020**
		£	£	**£**
Income from				
Donations and legacies	2	441,584	982,815	**1,424,399**
Charitable activities	3	1,847,776	-	**1,847,776**
Other trading activities: fundraising events		99,582	-	**99,582**
Investments	4	954	-	**954**
Other		2,270	-	**2,270**
Total Income		2,392,166	982,815	**3,374,981**
Expenditure on				
Costs of generating funds				
Raising funds	5	226,210	2,677	**228,887**
Charitable activities: provision of school services, outreach and sessional services and training and development	6	1,899,696	776,016	**2,675,712**
Total expenditure		2,125,906	778,693	**2,904,599**
Net income		266,260	204,122	**470,382**
Transfer		73	(73)	**-**
Net movement in funds		266,333	204,049	**470,382**
Total funds brought forward		20,592	2,429,823	**2,450,415**
Total funds carried forward	13	286,925	2,633,872	**2,920,797**

THE PACE CENTRE LTD

England & Wales - Charity number 1011133

Accounts

THE PACE CENTRE LIMITED

FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 December 2020

Pace

Specialist education and therapy
for children with motor disorders

THE PACE CENTRE LIMITED
(a company limited by guarantee)

Contents

Company Information	1
Trustees Annual Report	2
Statement of Trustees' Responsibilities	19
Independent Auditor's Report to the Members of The Pace Centre Limited	20
Statement of Financial Activities	23
Balance Sheet	24
Statement of cash flows	25
Notes to the financial statements	26

THE PACE CENTRE LIMITED

Company Information

Charity registration number	1011133
Company registration number	2707807
Trustees	Mr Julian Lovelock (Chairman) Mr Ian Cairns Mr Andrew Coxall Mr Dennis Craggs Mr Ian Harper Mr David Irvine Mr Clive John (Honorary Treasurer) Mr Stephen Painter Mrs Helen Shepherd Ms Satyabhama Pudaruth Ms Kay Taylor Mr Paul Trueman
Chief Executive	Mr Ian Sansbury
Principal and Registered Office	Bradbury Campus 156 Wendover Road Aylesbury Buckinghamshire HP22 5TE
	Additional operational address: Coventon Road Aylesbury Buckinghamshire HP19 9JL
Auditor	Azets Audit Services Anglo House Bell Lane Office Village Bell Lane Amersham Buckinghamshire HP6 6FA

THE PACE CENTRE LIMITED

Trustees' Annual Report

for the year ended 31 December 2020

The trustees have pleasure in presenting their annual report and audited financial statements for the year ended 31 December 2020 for The Pace Centre Limited, also known as Pace. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

Trustees of the Charity

The Company is managed by a Board of Trustees who are also Directors of the Company. The Board shall review the term of each trustee on a regular basis and refresh the Board as may be required.
A list of trustees who have served during the year are:

Trustees
Mr Julian Lovelock (Chairman)
Mr Ian Cairns: appointed 15th May 2020
Mr Dennis Craggs
Mr Ian Harper: appointed 8th April 2020
Mr David Irvine: appointed 30th November 2020
Mr Clive John (Honorary Treasurer)
Mr Stephen Painter: appointed 18th November 2020
Mr Adrian Pikett
Ms Satyabhama Pudaruth
Mrs Alison Stevenson: resigned on 31st December 2020
Ms Kay Taylor: appointed 8th April 2020

Subsequent to the year end Mrs Helen Shepherd, Mr A Coxall and Mr P Trueman have been appointed as trustees. Mr A Pikett has resigned as a trustee since the year end.

Our Aims and Objective

Our Purpose: Pace is a specialist charity that is committed to ensuring that children with neurodisabilities have the opportunity to reach their fullest potential in life. Fundamental to our approach is a belief in every child's ability to learn and make progress, whatever the physical or sensory challenges they face. Pace delivers life-changing educational and clinical support to babies, toddlers, children and young people with complex neurodisabilities and practical support and advice to their families. We strive to continually advance best practice in our field.

Our Vision: The Pace vision is that every child in the UK with a neurodisability, and their family, can access educational and clinical support aligned with the Pace approach. To that end, we work very intentionally to share our expertise, to train other providers and practitioners and to campaign for better provision.

Our Guiding Principles:

- Our children's current and future needs are at the core of everything we do. We have a positive belief in every child's ability to learn and strive continuously to ensure that they receive an "education for life" which enables them to be as active and independent as possible and to achieve their potential for a fulfilled life
- Pace is a family centred charity. We use our collective knowledge and skills to achieve a comprehensive understanding of the child and their family's unique challenges and goals in order to educate, empower and support. We always work in close partnership with our families
- We are committed to achieving and advancing best practice in our field through active engagement with other partners and aim to set the standard required in transdisciplinary skill sets, teamwork and approach to best meet the needs of children with neurodisabilities and related developmental challenges. We aim to demonstrate the impact of our approach through data collection and research
- The dedication of our staff and community of supporters is a strength of the organisation. We value and respect the contribution that *every* member of our community brings to the work of Pace

Our Aims and Objective (continued)

Our Guiding Principles (continued)

- We always seek what is best for our children and families whilst providing value for money to those who fund our work.

Pace has become a leading specialist centre for children with neurodisabilities with a growing reputation both nationally and internationally. Our educational services are consistently judged to be "Outstanding" by Ofsted. The report, from our latest inspection in November 2019, can be found at https://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/131462. We were delighted that Ofsted again judged our provision to be Outstanding, under their new and more exacting framework. Our innovative combination of different educational and therapeutic approaches is genuinely unique and is highly effective in meeting the total learning needs of the developing child. We are committed to continuing research in our field and to the dissemination of our practice to others.

What makes us different?

- A strong focus on early assessment and targeted intensive intervention for babies and young children aged 0-3 years when their brain is most receptive to new learning due to its neuroplasticity
- A commitment to working in partnership with parents as equal partners in the education and development of their child
- A transdisciplinary and integrated educational approach which draws on best practice from occupational therapy, conductive education, speech and language therapy, physiotherapy and special education to provide a rich and individually tailored learning environment for our children
- Pace's innovative model, developed over 30 years, which allows for attention to detail, continual review and adaptation based on the changing needs of our children and their families
- Our educational services have been consistently judged as "Outstanding" by Ofsted https://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/131462
- The transdisciplinary skill set of our staff and the high level of expertise which they bring to our services for children with neurodisabilities
- Our commitment to sharing and disseminating knowledge and skills in the field of neurodisabilities with other professionals, practitioners and parents.

The needs we address:

1. **Children's needs**

- We work with children and young people aged 0-18 who have learning and developmental difficulties as a result of a neurodisability particularly, but not limited to, cerebral palsy. Children who have a neurodisability such as cerebral palsy may find it more difficult to move, engage in play, communicate, eat, drink, dress, draw, write, use technology, access the school curriculum, socialise and develop independence. They may also have medical and orthopaedic needs as a result of their condition
- We ensure that we address all these needs as part of a holistic package of intervention, education and care
- We give great attention to the building blocks required for ongoing learning: sensory, perception, motor, communication and play. As a result, children who attend Pace make accelerated progress and become active learners. They learn what they can do for themselves and develop confidence and belief in their own abilities.

Our Aims and Objective (continued)

2. **Families' needs**

   We know that parents of disabled children are anxious about what the future holds for them and their child. Like any parent, they want to do their very best for their child. Pace helps them by:

   - Offering a warm, welcoming environment in which parents feel nurtured, supported and respected
   - Providing "hands on" training (particularly in our Child and Family service) and ongoing information, guidance and advice about their child's needs so that parents feel empowered and informed in their parenting role
   - Giving positive encouragement and hope for the future by providing very skilled therapeutic and educational intervention for their child at a time when they need it most
   - Including them within our community of families from which they can find friendship and camaraderie.

3. **The need to train and share expertise with our own staff and others in the specialist area of neurodisabilities**

   Pace is committed to building expertise in our specialism within our own staff team and in the workforce generally. We offer the following training and development opportunities to our own staff and external practitioners:

   - **Student Placements:** Pace is pleased to have been able to offer undergraduate placements for students in Occupational Therapy and Conductive Education. We also regularly host students wishing to gain work experience as part of their sixth form or higher education courses
   - **Training Courses:** With the availability of the Cazenove Training Suite, opened as part of the Weston Centre at our Bradbury Campus in 2016, Pace has been able to offer an increased level of training in cerebral palsy and related aspects to our own staff as induction training and ongoing professional development.

This rigour in our training provision has brought us to a place where we can increasingly offer training courses to other centres and practitioners, both locally through the Cazenove Training Suite and online through our digital services, which is described in more detail within the strategy section of this report.

Our Impact:

We take very seriously the need for us to measure, report and learn from the outcomes we achieve for our children, young people and families, as evidenced by the continuing focus on that work within our strategic priorities outlined below. In October 2020, we published our latest Strategy & Impact Report, which can be accessed at https://report.thepacecentre.org. The report rearticulates and reaffirms our purpose, vision and values, outlines our current strategy and reports on our outcomes, both qualitatively and quantitatively. We continue to focus on enhancing our outcome measurement and reporting frameworks, to enable us to better report our impact to stakeholders, to improve our own practice and as a means to demonstrate and disseminate our practice to others.

Public Benefit

In establishing the annual objectives and activities which will fulfil Pace's overall aims, the trustees have regard to the principles of public benefit at all times. It is central to the charity's ethos to assist children and young people on the basis of educational and medical suitability for the services offered and not to impose narrow geographical boundaries or unreasonable financial burdens on those that attend. Pace needs to fundraise on behalf of every child, whether they attend full or part time, as the costs for each child substantially exceed the combination of statutory (LEA) funding and parental contributions. In addition, there have always been children in attendance who are not in receipt of any LEA funding, either for part or the whole of their time at Pace. This is particularly true for children in our early years' service which is heavily subsidised by our charitable income.

Our Values

Our work is informed by our values which are deeply held:

- **Child and Family Centred**: We always place the children, young people and families we support at the very heart of all that we do
- **Innovative**: We are creative problem-solvers, both in meeting the needs of our children, young people and families and organisationally
- **Specialist**: We are committed to achieving and continually advancing best practice in our field. We are intellectually curious and always seek to learn
- **Dedicated**: The dedication of our staff and volunteers is greater than one finds in many organisations. We believe that this is an important part of our success
- **Compassionate**: Our practice is always informed by a sense of intelligent compassion for the children and families we support and by deep respect for each other. Intelligent compassion is always informed by what is in the best long-term interests of the child and the family and Pace's long-term sustainability
- **Aspirational**: We aspire to the very best outcomes for our children, young people and families. We aspire to be the best we can be, both as individuals and as an organisation.

Strategic Progress

Achievements and performance:

The trustees established the following objectives for 2020. In general, the trustees have been very pleased with the significant amount of progress towards Pace's strategic objectives, in the face of the COVID 19 pandemic and the significant disruption that it has caused. Increasingly, the focus on these strategic programmes that enable replication of our specialist delivery, that seek to deliver national systemic change and that leverage new, and particularly digital, ways of reaching children with neurodisabilities and their families, is enabling Pace to set its sights on an increasingly national, rather than regional, impact.

Although Pace will always focus on ensuring continued outstanding provision for the children and families it serves locally, these developments are exciting and important. We believe that they will increasingly enable Pace to be true to its vision "...that every child in the UK with a neurodisability, and their family, can access educational and clinical support aligned with the Pace approach". These new developments will enable us to develop our reach and impact in ways that are most sustainable and cost effective.

Objectives for 2020	Activities and achievements
Early Intervention Programme – Strategic Funding Programme and Evaluation	
We continue to recognise that successful growth and wider national replication of our ground-breaking early intervention programme will rely on a rigorous demonstration of the outcomes that it achieves and of the cost benefit for statutory commissioners. To that end, we planned:	
To secure three years of programme funding (from charitable trusts and foundations and individual major donors) for our Child and Family service to allow us to deliver early and intensive intervention to babies and toddlers at no cost to the family. This will reduce the barriers to NHS referral and to family affordability.	Our fundraising programme for our early intervention programme has progressed well, with significant grants from the Garfield Weston Foundation (£200,000 over three years), the Rank Foundation (£60,000 over three years) and the National Lottery Community Fund (£94,300, specifically towards embedding our teletherapy work). The National Lottery Community Fund grant has allowed us to provide 210 free teletherapy sessions to families across the UK, has paid for the build-out of a brand new teletherapy studio (with implications for our wider Pace Digital work) and enabled us to procure new therapy equipment and IT hardware. We continue to seek further funding for this programme – both from charitable trusts and foundations and from major donors and we expect to reach the point where we can remove parental fees for our early intervention sessions very soon.
To articulate our practice in such a way that it can be more widely replicated, both by statutory and third sector providers.	We have made good initial progress in documenting our early intervention work in ways that will enable its dissemination and replication. That has particularly been the case in our teletherapy work, where the National Lottery Community Fund funding has incorporated a focus on documentation and sharing of our policies and procedures for that provision. We are developing a teletherapy 'service recipe' for the Catalyst network that will enable other organisations to learn from and replicate that development.

Objectives for 2020	Activities and achievements (continued)
Early Intervention Programme – Strategic Funding Programme and Evaluation (continued)	
To engage a university-based research clinician to develop an academically rigorous evaluation of our clinical outcomes.	One of our lead occupational therapists, who is conducting research for her professional doctorate on goal setting in children with neurodisabilities, has moved from the school service to the Child & Family team to lead our outcome measurement work and academic research there, with a particular focus on our early intervention programme. Initial conversations have been held with two potential academic partners and with Pro Bono Economics in respect of the financial evaluation. We have received excellent advice on how to structure our outcomes framework to facilitate these pieces of research and analysis and will continue to develop these evaluation partnerships over the coming year. 2021 will be a foundational year in building towards the academic research that will demonstrate the case for early and intensive intervention. That will particularly involve the creation of a more robust assessment and outcome measurement framework in Child & Family and a literature review on which to base the academic research work that will take place in 2022/3.
To engage an economic cost benefit analysis of our early intervention work and to recommend solutions to the disincentives that exist in local authority finance for prevention-based commissioning.	
SMART School	
We intend that 2020 will see the completion, or at the very least substantial progress towards, the first three phases of our SMART School initiative. During the year, we expect to complete the overall articulation of our specialist integrated curriculum and, within it, the specific roles of technology, particularly in terms of access to the curriculum and recording learning. If appropriate funding is forthcoming, we also intend to deliver our SMART Lab (our pilot SMART classroom and an important facility through which we can develop and	We have been delighted to receive Year 1 grants towards SMART School from the St James's Place Charitable Foundation (£150k) and Childwick Trust (£19k) that enable us to deliver the first three phases of the programme. This incorporates our SMART curriculum work, the delivery of our first SMART classroom and resourcing of our mobile AT lab. As a result, year one of our curriculum project has now been documented – together with a detailed evaluation of digital assistive technology use within the curriculum. The documentation of the second year of the curriculum is underway. IT procurement has been completed for both the first SMART classroom and the mobile AT lab and the infrastructure developments within the SMART classroom (including door access automation, lighting, windows and blinds, hi-low kitchen units, and storage) will be delivered during the 2021 Easter holidays. In addition, Pace has been able to make very significant upgrades in broader classroom IT (classroom screens, webcams and high quality audio in every classroom and a significant number of new mobile devices to enable better access to learning for children and young people across the school). This has been critical during the period of the COVID 19 pandemic, given the need to deliver classroom-based and virtual learning simultaneously, but it also represents an acceleration of some of the

Objectives for 2020	Activities and achievements (continued)
SMART School (continued)	
test what technology and infrastructure works best, particularly with external technology companies and research partners). We will also further enhance the Mobile AT Lab through specific equipment purchases and deliver more home and school visits during 2020. We will also be working hard, off the back of the outcomes and learning from these initial phases of the project, to secure funding for the wider rollout of the SMART classroom concept across the rest of the school.	hardware investment that is intended through the SMART School programme. We have continued to develop our collaborations with a number of external technology partners. During the year we worked with a team of IBM Extreme Blue interns on the design of a wireless universal switch interface device. Our partnership with Gripable, the makers of an innovative hand therapy device, is continuing to develop and two of our occupational therapists are part of Gripable's clinical advisory board. In the autumn we launched five assistive technology projects with the Imperial College bioengineering department: the Pace Power Wheelchair Simulator Rig, Augmented Reality Learning, Live Subtitles, a Clothes Zip Starter and Auto Sign Language. We have worked with intellectual property specialists Cooley LLP, who have been supporting our application for patent protection for the Pace Power Wheelchair Simulator Rig, which will enable children and young people to learn to use a motorised wheelchair in a safe and supported environment and which we believe has meaningful commercial value. Our patent application was published by the Intellectual Property Office in August 2020 and is under review by them.
Pace digital	
We will continue to develop Pace's digital offering, which has already advanced rapidly as a result of the COVID 19 pandemic. These digital services will allow Pace to extend its impact geographically, enabling us to reach many more children and families through our transformational practice. It will also enable us to substantially develop our profile, nationally and internationally. In 2020 we planned to:	
Draw together a skilled project team, comprising families, staff, trustees and other skilled volunteers.	Pace was fortunate to be selected to participate in the Explore Programme, funded by Comic Relief and the Paul Hamlyn Foundation and delivered by CAST (the Centre for the Acceleration of Social Technology). Through that programme, we drew together a skilled project team incorporating a wide range of skill-sets from across the organisation.

Objectives for 2020	Activities and achievements (continued)
Pace digital (continued)	
	The CAST Explore programme involved extensive user research, both of existing Pace families but also of other families from across the UK, that has informed the Pace Digital development. In July and August 2020, we conducted surveys and interviews of both families and non-specialist practitioners, designed to explore gaps in provision and attitudes towards potential digital solutions.
Demonstrate the need for our digital offering, through a national family survey and a detailed needs analysis.	We received 26 responses from families across the UK to our survey into attitudes towards teletherapy and online advice and support and conducted 9 more in-depth family interviews. In addition, we received 60 responses (19 from families, 38 non-specialist practitioners and 3 others) to our survey into online training. Our research is ongoing and is informing the design of the Pace Digital platform.
Develop a specification for the technology, web and social media build.	As a result of our learning from the Explore programme research, we have developed a specification for Pace Digital 'ecosystem', which will incorporate: 1) The core Pace **web portal**, reconfigured for information and inquiry about neurodisability and incorporating best practice user-centred navigation, filtering, search and browsing functionality (potentially including a chatbot) 2) **Teletherapy** provision, delivered primarily through Microsoft Teams 3) High quality **content** (blogs, vlogs, short training and advice videos, hints and tips) containing targeted support and advice for families 4) A **learning management system** with more detailed training packages for both families and practitioners 5) Tools that will help to foster and engage an **online community** of families and practitioners, including: • **A Parent forum** • **Tight social media integration** – particularly to Facebook for families and Twitter/LinkedIn for professionals • Potentially a Pace Digital **app**

Objectives for 2020	Activities and achievements (continued)
Pace digital (continued)	
Secure funding for at least the first phase of development.	In November 2020, we were delighted to receive a grant of £94,300 from the National Lottery Community Fund to fund our teletherapy provision, one of the three major components of the Pace Digital platform. As noted above, that funding has enabled us to provide 210 free teletherapy sessions to families across the UK and the facilities and technology required to fully embed our teletherapy practice. We recognise that teletherapy will be a core part of our provision well beyond the end of the COVID 19 pandemic and a means for reaching families who don't fall within the catchment area for Pace or another specialist centre. This investment allows us to move on to the next priority, the development of our web and social media based 'support and advice' platform, which will be our focus in 2021.
Develop and test initial resources and training materials (blogs, vlogs, research articles, online training modules etc.).	Given the realities of the pandemic, our focus in 2020 has been on teletherapy as a means of ensuring that we could continue to support Pace families well through the periods of lockdown that ensued. As a result, we have made less progress in developing specific pieces of support and advice content. However, Pace therapists delivered a very well-received webinar, aimed at both new and existing families, in May 2020. Significant progress has been made in articulating the forward catalogue of content for the support and advice platform for development during 2021.
Impact reporting	
2020 saw the publication of our latest Strategy & Impact report (https://report.thepacecentre.org) which incorporates the theories of change for the school and our early intervention work, the results of our latest family survey, detailed case studies illustrating our impact and our strategy for the coming years. The report was launched at a virtual event in October 2020, which was well attended by our supporters and stakeholders. Our wider progress against the goals we set for 2020 is outlined below.	

Objectives for 2020	Activities and achievements (continued)
Impact reporting (continued)	
During 2020, we will continue to develop our impact reporting across Pace. We will significantly enhance outcome measurement in our early intervention programme, as outlined above through the funding and recruitment of a research clinician to drive forward our monitoring and evaluation work.	As noted in the Early Intervention section above, 2020 saw the transfer of one of our lead occupational therapists, who is conducting research for her professional doctorate on goal setting in children with neurodisabilities, from the school to the Child & Family team. As a result, we have been able to delay the engagement of an external research clinician, as that OT will lead our early intervention programme monitoring and evaluation work. By the end of 2020, we had had a number of conversations with potential academic partners and had developed what we believe is a robust plan for the research-based evaluation of the service over the coming three years.
For the school, we will finalise our re-evaluation of our existing theory of change and identify the generalised outcome sets that we will seek to measure across all children and young people. We will explore ways in which we can dovetail our existing and very comprehensive child-centred goal-setting processes into this wider framework of aggregated outcomes. We will explore and develop the use of Goal Attainment Scaling as a means to standardise and aggregate progress across Pace and we will roll out Evidence for Learning as the platform for all school outcome reporting.	We have re-evaluated our school theory of change, a summarised version of which was published in our Strategy & Impact Report in October 2020. This, alongside our early intervention theory of change, articulates the impact that Pace has on the children and families we work with directly as well as the wider impact we have through our replication activities. Both theories of change incorporate four core strategic outcomes, the outcomes to which we hold ourselves accountable and against which we judge our success. These are: • **Enabling Potential:** The children and young people with neurodisabilities who access Pace services have the opportunity to reach their full potential in life • **Enabling Families:** Parents, carers and other family members are fully supported and better able to meet each child's needs • **Enabling Wellbeing:** Children, parents and carers have better mental health, well-being and resilience • **Enabling Replication:** Other providers (regionally, nationally and internationally) are able to adopt Pace's specialist approach, enabling more children and young people with neurodisabilities to access educational and clinical support aligned with the Pace approach. The school theory of change also incorporates a framework of ten outcome categories which will enable us to categorise, aggregate and report similar outcomes across our cohort of children. During the year we finalised our use of Goal Attainment Scaling for setting and recording individual goals for all of our children and successfully implemented the new Evidence for Learning platform.

<table>
<tr><th>Objectives for 2020</th><th>Activities and achievements (continued)</th></tr>
<tr><td colspan="2">People frameworks</td></tr>
<tr><td>During 2020 we will continue to enhance our HR processes in line with our wider HR strategy. We will communicate our re-evaluated and somewhat evolved organisational values and employee habits to staff and start to embed them into all of our HR processes (particularly recruitment and performance review). We will develop core competencies for all roles and upgrade our performance review framework and revise our salary structures. We will continue our focus on leadership development, particularly with our wider supervisor group in mind, and we will continue to focus on specific improvements to staff engagement and wellbeing.</td><td>We have completed and communicated the revision and rearticulation of our six core Pace values and have added twelve habits (two per value) through which we can all ensure that our values are embedded fully in our behaviours and our practice.

We are... — The habits we seek to cultivate...
Child and family centred — Focus, empathy
Innovative — Creativity, problem-solving
Specialist — Curiosity, learning
Dedicated — Passion, commitment
Compassionate — Compassion, respect
Aspirational — Positivity, ambition

These values and habits were (re-)articulated in the Strategy & Impact Report and we had a focused session with staff on our values and habits in October 2020. We are continuing to embed the habits within our developing HR framework. That has been completed for our new core competency framework and is underway within our upgrade of the performance management process.</td></tr>
<tr><td colspan="2">Board development</td></tr>
<tr><td>During 2020, we started the process of strengthening the board of trustees and in further developing our governance frameworks. During 2020, we intend to grow the size and breadth of expertise of the board and to create a sub-committee structure, not least so that we can ensure particular scrutiny of our school and Child and Family services. We will appoint an external clerk to the trustees.</td><td>During 2020 Pace recruited five new trustees and had one trustee resignation with the board growing from six members at the beginning of year to ten at the end. The trustees would like to record their sincere thanks to Alison Stevenson who retired from the board in December 2020 following four years of service as a trustee.

The new trustees include a university development director, the customer experience director for a major national digital brand, a clinical negligence lawyer (FCILEx), a retired pharmacist with family experience of cerebral palsy and a finance lawyer working for a major UK bank. A sixth additional trustee, a retired headteacher who takes on the role of safeguarding trustee, joined the board in February 2021 and two new parent trustees in April 2021.

We successfully implemented the new sub-committee structure and the new committees (Education, Child & Family and Finance & Operations) are bedding in well and beginning to operate effectively.</td></tr>
</table>

Objectives for 2021

The objectives for 2021 reflect a great deal of continuity from the prior year, given the multi-year nature of our core strategic objectives.

1. **Pace Digital:**

We will complete the National Lottery Community Fund funded enhancements to our Teletherapy practice during the Spring term of 2021. The main focus for development within the Pace Digital programme will then switch to the 'support & advice' web and social media component. We will complete the CAST Definition design programme for that component in April 2021 and seek funding (potentially from both trust and major donor sources), with development planned to start in June 2021. This development will incorporate a new web portal, tight social media integration and the delivery of high quality support and advice content.

2. **Early Intervention:**

During 2021, we will substantially complete fundraising for the three-year evaluation programme for our early intervention provision. As we reach critical mass in terms of funding, we intend to eliminate parental fees for sessions for all children under the age of three, allowing us to reduce barriers to provision for families and ensuring that we have the best possible cohort for the evaluation. We will conduct a literature review, continue the development of our outcome framework and finalise plans for the academic and financial evaluations in 2022/23.

3. **SMART School**:

We will complete the prototype SMART classroom in our Wendover Road secondary school during the 2021 Easter holidays, together with the delivery of newly refurbished and Assistive Technology-rich bathrooms at both school sites during the summer holidays. By the end of 2021, we will have completed year 2 of our SMART curriculum development and will also have made significant progress towards the documentation of the third and final year. The next step is to secure funding for the next phase of our SMART classroom roll-out (particularly the first SMART classroom within our Coventon Road primary school).

4. **Impact:**

Within the school service, we will finalise plans for aggregation and reporting of student outcomes across all ten categories of Pace impact on children and young people. We will establish measures to fill identified gaps in current measurement approaches, particularly wider family and mental health outcomes, and establish benchmarking comparisons where possible. The Child & Family impact goals are outlined under 2. above.

5. **Brand Review and Development:**

Over recent years, we have increasingly recognised that Pace's brand is in need of a major review. The strategy laid out in this report requires Pace to articulate itself to our many stakeholders, internal and external, in a fresh and more self-confident way. Although we are not seeking a change to the name 'Pace', which continues to serve us well, 2021 will see a significant upgrade of our visual identity and brand narrative as we seek to grow our national profile and impact.

6. **Unrestricted Reserves**:

We will place a continued emphasis on improving Pace's unrestricted reserves. The trustees have set a break-even budget for the year, which (given the quantum of restricted depreciation each year) will, if achieved, result in a meaningful unrestricted surplus and improvement in unrestricted reserves. We will seek to secure 2-3 further significant core/unrestricted trust relationships, focused particularly on the transformational vision and strategy that we have laid out for Pace. The trustees have set a target for unrestricted reserves of **at least** £400k by end 2021 and £500k by end 2022.

Fundraising standards information

A fundraising strategy has been prepared and approved by the trustees which identifies our income streams and the approach taken for each activity. This strategy takes into account best practice and current standards. With the introduction of GDPR from 25 May 2018 we have continued to review and, where appropriate, revise our policies and procedures including: data capture, complaints procedure, transferring of data and the implementation of the data subjects' preferences.

All fundraising is done in house and not outsourced to any professional fundraisers or commercial participators.

Pace has opted to join the Fundraising Regulator. The Fundraising Regulator holds the Code of Fundraising Practice for the UK. We follow the standards for charitable fundraising, ensuring that our fundraising is respectful, open, honest and accountable to the public. Pace has not knowingly failed to comply with the standards of practice.

Pace has not received any complaints regarding its fundraising efforts in the year ended 31 December 2020 or to the date of this report.

In all our policies and practices we have not actively sought additional data that is not already in the public domain. We only record data that people opt to provide to us. It is our policy to not knowingly contact persons over a certain age. We have actively purchased dates of birth to help us achieve this objective. Our communication programme focuses on less intrusive types of communication, for example email. Our direct mail campaigns are minimal and targeted. All fundraising requests are passive as we do not run face to face or telephone campaigns.

Financial review

The trustees have a continued focus on the need to improve the charity's financial sustainability and the charity has taken appropriate action. The charity is making all possible efficiencies whilst continuing to develop new income generating activities. As noted earlier in this report, this includes proactive engagements with local authorities to increase numbers of school placements, further developing our charity profile through more intensive marketing and continuing to diversify and grow our voluntary income.

A rolling three-year strategic plan and budget have been prepared and are being implemented to support the drive for ongoing sustainability. As a result of the continued successful implementation of this plan, there was an overall net surplus in income over expenditure of £470,382. This comprised a surplus on unrestricted funds of £266,333 and £204,049 on restricted funds. The restricted fund surplus arose after a charge for depreciation of £112,146.

This was achieved by an increase in income and a smaller related increase in expenditure. The main variances are set out below:

- Donations and legacies income increased by £724,252
  - The main increase was the amount of trust and foundation grants we received. We received 70 grants at an average of £14,700 per grant compared to 67 at an average of £6,500 in the previous year. The majority of the amounts were restricted and many will not be fully spent until 2021. Under UK accounting this means that the income is recognised in 2020 but some of the expenditure will not be accounted for until 2021
  - We received four grants over £100,000 one of which was the third year of funding. Of the other three one was for unrestricted funds. The other two were for Early Intervention and some capital works (see aims and objectives above)

Financial review (continued)

- We were also the recipients of some gifts in kind totalling £72,542. Of this £42,960 were gifts in kind to help with our brand review, £24,582 pro bono legal advice from Intellectual Property Specialists Cooley LLP in registering the patent for the Pace Power Wheelchair Simulator Rig that was designed (see aims and objectives above) and, finally, £5,000 was given in kind for the wrapping of the minibus with our logos and photographs
- Our individual donations were down but 2019 included £150,000 for the conversion of part of a benefactor's loan to a donation
- We also received grants because of COVID 19 for the Job Retention scheme (furlough) and additional statutory sick pay grants due to COVID 19

- Charitable activities income increased by £58,000 due to
  - an increase in the number of students attending Pace school and the average fee per child being increased. This included private placements as well as children being placed by Local Authorities
  - an increase in the number of children seen by Child and Family services in sessions was offset by a slight decrease in the number of students receiving therapeutic input either in their own school, at home or sessions at Pace
- Offset against this was a fall in fundraising events income which decreased by £137,000 although the cost of running such events also decreased by £35,000. This was a direct result of COVID 19 and not being able to run our Big Walk in April 2020 or the planned cycle ride which had to be postponed. It is hoped that these will happen in 2021.

With respect to expenditure, the costs of our charitable activities have increased due to expenditure on restricted items. Within our income under trust donations we applied for and won a number of funds to improve our classroom resources including monies towards replacing some old IT and being able to buy new equipment to help support our students. This was particularly important as many of them were learning on line and this in itself presented many challenges. We were able to increase the technology in the classroom which greatly enhanced our provision for the children when they were in school and will continue to enhance our service in the next few years. We also received a grant to improve our security and a number of grants to help with the purchase of additional PPE.

Approximately 74% of our funding is from Local Authorities and the remainder continues to be raised through Pace fundraising and the generous support of many trusts, companies and individuals.

The cash flows of the charity showed a net increase in cash of £797,571 (2019: net decrease £98,732). Of this £505,000 is for restricted income which is to be spent in 2021.

Investment Policy: The trustees feel that the most appropriate policy for investing the unrestricted reserve is a deposit account or fixed-term deposit (with a maximum maturity of two years) with a major UK institution, preferably in a product that has been designed for the charity sector.

Financial review (continued)

Reserves Policy: The trustees reviewed and updated their policy for the charity in 2016 and they maintain that the minimum level of reserves (excluding funds not otherwise committed or restricted) should be between 6 and 12 months of budgeted expenditure. The strategic plan and budget have been prepared to achieve this objective.

At 31 December 2020

- the total reserves were £2,920,797 (2019: £2,450,415)
- the restricted reserves, which can only be spent as directed by the donor were £2,633,872 (2019: £2,429,823). These reserves principally represent incurred capital costs on the development at Wendover Road and are being released as the development cost is depreciated. The depreciation charge for the year is £112,146
- The unrestricted reserves before the loan (as more fully detailed below under going concern) are £436,925 (2019: £170,592)
- Unrestricted reserves at 31 December 2020 were £286,925 after the loan (see below under going concern)

Going Concern: The financial statements have been prepared on a going concern basis. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of approval of these financial statements. Detailed cash flow forecasts have been prepared and reviewed by the trustees and continue to be reviewed on a regular basis against actual results.

In carrying out this review, the trustees have considered estimates of the expected impact of the coronavirus pandemic, which is ongoing at the date of approval of these financial statements, on future income levels, whilst also taking into account planned cost savings and the use of government backed financial support schemes as appropriate. In view of the nature of this event, there must however be a significant uncertainty about its impact, particularly on fundraising income, the continued availability of government backed support schemes and its potential effect on operations and therefore on ongoing income from our charitable activities.

We comment further below on the impact of the pandemic and how it is being addressed by Pace.

In order to provide support to the charity, in 2016 a long term interest free loan facility of £1,000,000 was provided by a donor whilst the sustainability strategy first adopted in 2016 comes to fruition and, as detailed in note 13, is now not due for repayment until after 1 January 2022. At the beginning of the year £500,000 had been drawn down of which £350,000 has since been converted into donations by the donor , leaving £150,000 of the drawn-down amount outstanding to be repaid.

Taking into account the availability of the undrawn balance of this loan facility of £500,000, on the basis of this analysis, the trustees have a reasonable expectation that Pace will have adequate resources to continue in operational existence for the foreseeable future and it is therefore appropriate to adopt the going concern basis of accounting for these financial statements.

The trustees are confident that Pace remains a going concern.

Financial review (continued)

Financial objectives: The trustees remain focused on improving the charity's financial sustainability and the charity continues to develop income generating activities from the services provided. This is being done alongside an investment in Pace's marketing, communications and fundraising.

Objectives in the financial plan continue to be:

- To develop our relationship with local authorities to increase their fee contribution as well as developing referral programmes which ensure optimum financial efficiency for both Pace and local authorities
- To open our admissions to privately funded pupils and develop a marketing strategy to promote this provision
- To continue to develop our fundraising capabilities following the changes to the team in 2019
- To deliver a training programme for external practitioners to generate income
- To continue to review our costs at all levels to ensure that we carry out our core services as efficiently and effectively as possible.

Risk Review: The trustees, together with staff, have implemented controls and procedures throughout the organisation to minimise external and internal risk and ensure a consistently high quality of education and care for the children and appropriate working conditions for staff. At a strategic level, and as noted elsewhere in this report, the trustees have continued to focus on the mitigation of the key risks; the need to maximise the cash resources of the charity and the need for the charity to continue to be sustainable.

The key risks have been identified as follows:

- The School does not meet the practice, educational and regulatory standards required of a school as measured by Ofsted and the Department for Education. The risk would be that our reputation as an Outstanding school would be lost and this would impact on pupil placement at the school and our charitable fundraising. To mitigate this risk, on joining the organisation, all staff members receive rigorous induction training including safeguarding, health and safety, educational and clinical practice modules, observation and assessment by the senior team. In addition, all staff members are required to read all the regulatory policies held on the organisation's intranet in their first month and their supervisor ensures that this has been done. The Director of Education reviews these policies on a regular basis and any changes are communicated to all staff. If a breach, however small, is noticed, all staff are reminded of the policy. Regulatory training is carried out for all staff routinely throughout the year. Pace has very clear and robust standards of practice which are shared with new staff and existing staff at performance reviews. In 2020 a School sub committee of trustees to review processes and procedures was set up as planned.
- Safeguarding of children at Pace is paramount. The risk is that a serious incident relating to non-compliance with the statutory guidance would affect our reputational risk and the placing of children at the school. All staff members have training in child protection as soon after their appointment as possible. Any issues are brought to the attention of the designated safeguarding officer and are followed up immediately. There are termly safeguarding and health and safety monitoring meetings which review any matters. Nominated trustees have overall responsibility for safeguarding and health and safety and carry out spot checks from time to time to ensure compliance. Safeguarding and health and safety are on all Senior School Management team, Leadership team and Trustee meeting agenda
- As the charity relies on income from fundraising, there is a risk of non-compliance with best practice by Pace fundraisers which could impact negatively on donations to the charity and incur financial penalties. The Director of Fundraising therefore ensures that the team complies with best practice at all times. Fundraising standards of practice and operations are overseen by the Chief Executive and the Board of Trustees.

COVID 19

When we approved the financial statements for 2019 the coronavirus pandemic was taking hold around the world. As for many charities, we expected that the pandemic would have a significant impact on Pace, both in terms of our financial performance and on our operations. In fundraising terms, our Spring and Summer events programme were severely impacted but as noted in the financial review we were able to source other monies including some specific grants and funds for the COVID pandemic and raise monies from an urgent fundraising appeal from our existing supporter base.

The trustees are pleased that we were able to mitigate the financial impact of the virus as much as we did. It did mean for a while that we were not able to provide "service as usual" but we were delighted to be able to adapt our service and start providing online learning through Google Classroom, teletherapy sessions and close engagement with and support to our families, who were particularly isolated during this time of lockdown. This was not without its challenges, as so much of our practice is typically hands-on, but based on the feedback we received, both our children and families have evidently been very happy with what we have delivered and we have been able to have a wider reach through our teletherapy sessions.

The pandemic is still with us and our budgets reflect our expectations based on the current government guidance and roadmap.

The trustees are very grateful for the efforts of all the Pace staff team in their rapid and innovative response to the pandemic. The trustees are still confident that Pace is a going concern.

Small company provision

In preparing this report, the trustees have taken advantage of the small companies' exemption provided by section 415A of the Companies Act 2006.

Structure, governance and management

The trustees are appointed by the Board who elect or re-elect the trustees. The Board of Trustees reviews the term of each trustee on a regular basis to refresh the Board as may be required. An induction programme is in place which involves both information and training delivered by senior staff. Trustees are also invited to take an active part in the life of Pace at open days, fundraising and other corporate events.

The day to day activities of the charity are run by the Leadership team consisting of the Chief Executive, Director of Finance, Director of Education, Director of Clinical Services and Director of Fundraising. The remuneration of the charity's key management personnel is based on benchmarking against similar roles at similar size charities and is approved by the trustees.

Mr J Lovelock

For and on behalf of the trustees

Date: 10th May 2021

Statement of Trustees' Responsibilities

The trustees (who are also directors of The Pace Centre Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention of fraud and other irregularities.

The trustees each confirm that

- so far as each trustee is aware, there is no relevant audit information of which the charitable company's auditors is unaware; and
- the trustees 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 charitable company's auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

For and on behalf of the trustees

Mr J Lovelock

Date: 10th May 2021

Opinion

We have audited the financial statements of The Pace Centre Limited (the 'charitable company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of cash flows and Notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2020 and of its profit 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 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 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 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. 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters 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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we 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. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk 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.

Use of our report

This report is made solely to the 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 anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services

Paul Creasey (Senior Statutory Auditor)
For and on behalf of Azets Audit Services
Statutory Auditor & Chartered Accountants
Amersham
10th May 2021

THE PACE CENTRE LIMITED

Statement of Financial Activities (including an Income and Expenditure account)

for the year ended 31 December 2020

	Note	Unrestricted Funds	Restricted Funds	**Total Funds 2020**	Total Funds 2019
		£	£	**£**	£
Income from					
Donations and legacies	2	441,584	982,815	**1,424,399**	700,147
Charitable activities	3	1,847,776	-	**1,847,776**	1,789,779
Other trading activities: fundraising events		99,582	-	**99,582**	236,400
Investments	4	954	-	**954**	936
Other		2,270	-	**2,270**	4,748
Total Income		2,392,166	982,815	**3,374,981**	2,732,010
Expenditure on					
Costs of generating funds					
Raising funds	5	226,210	2,677	**228,887**	247,591
Charitable activities: provision of school services, outreach and sessional services and training and development	6	1,899,696	776,016	**2,675,712**	2,483,481
Total expenditure		2,125,906	778,693	**2,904,599**	2,731,072
Net income		266,260	204,122	**470,382**	938
Transfer		73	(73)	**-**	-
Net movement in funds		266,333	204,049	**470,382**	938
Total funds brought forward		20,592	2,429,823	**2,450,415**	2,449,477
Total funds carried forward	14	286,925	2,633,872	**2,920,797**	2,450,415

All income and expenditure derive from continuing activities.

The statement of financial activities includes all gains and losses recognised during the year.

The accompanying notes form part of these financial statements

THE PACE CENTRE LIMITED
Company registration number: 02707807

Balance Sheet

as at 31 December 2020

	Note	2020 £	2020 £	2019 £	2019 £
Fixed assets					
Tangible assets	10		**2,220,354**		2,344,944
Current assets					
Debtors	11	**508,556**		579,239	
Cash at bank and in hand		**1,250,797**		453,226	
		1,759,353		1,032,465	
Creditors: amounts falling due within one year	12	**(1,058,910)**		(776,994)	
Net current assets			**700,443**		255,471
Total assets less current liabilities			**2,920,797**		2,600,415
Creditors: amounts falling due after more than one year	13		**-**		(150,000)
Net assets			**2,920,797**		2,450,415
Charity funds					
Restricted funds	14		**2,633,872**		2,429,823
Unrestricted funds	14		**286,925**		20,592
Total charity funds			**2,920,797**		2,450,415

These accounts were approved by the trustees on 10th May 2021

Mr J Lovelock
Chairman

The accompanying notes form part of these financial statements

THE PACE CENTRE LIMITED

Statement of cash flows

Year ended 31 December 2020

	Note	2020 £	2019 £
Cash flows from operating activities and net cash flow from operating activities	16	**796,617**	(99,668)
Cash flows from investing activities			
Interest received		**954**	936
Net cash flows from investing activities		**954**	936
Net (decrease) / increase in cash and cash equivalents		**797,571**	(98,732)
Cash and cash equivalents at 1 January		**453,226**	551,958
Cash and cash equivalents at 31 December		**1,250,797**	453,226
Cash and cash equivalents consists of:			
Cash at bank and in hand		**279,266**	167,115
Short term deposits		**971,531**	286,111
Cash and cash equivalents at 31 December		**1,250,797**	453,226

The accompanying notes form part of these financial statements

1 Summary of significant accounting policies

The significant accounting policies applied in the preparation of these financial statements are set out below. These polices remain unchanged from the prior year.

a) General information and basis of preparation.

The Pace Centre Limited (also known as Pace) is a company limited by guarantee incorporated in England and Wales.

The charity constitutes a public benefit as defined by FRS 102. The financial statements have been prepared in pounds sterling (which is the functional currency) under the historical cost convention, the Companies Act 2006, 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) and UK Generally Accepted Accounting Practice as it applies from 1 January 2020.

b) Significant estimates and judgements:

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

- depreciation rates (see (h) below)
- allocation of support costs (see (g) below)

c) Funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors. The aim and use of each restricted fund is set out in the notes to the financial statements.

d) Going concern

The financial statements have been prepared on a going concern basis.

The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from the date of approval of these financial statements. Detailed cash flow forecasts have been prepared and reviewed by the trustees and continue to be reviewed on a regular basis against actual results.

In carrying out this review, the trustees have considered estimates of the expected continued impact of the coronavirus pandemic, which is still ongoing at the date of approval of these financial statements, on future income levels, whilst also taking into account planned cost. In view of the nature of this event, there is still uncertainty about its continuing impact, particularly on fund raising income and its potential effect on operations and therefore on ongoing income from our charitable activities. However, in particular taking into account the availability of an undrawn loan facility of £500,000 (see note 13), on the basis of this analysis, the trustees have a reasonable expectation that Pace will have adequate resources to continue in operational existence for the foreseeable future and it is therefore appropriate to adopt the going concern basis of accounting for these financial statements.

e) Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Income from Charitable Activities is measured at the fair value of the consideration received or receivable for services rendered, and is recognised as the services are delivered.

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the value of general volunteer time is not recognised although the trustees' annual report sets out more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained, then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

As provided in the SORP (FRS 102) no amount is included in the financial statements for volunteer time.

For legacies, the point of entitlement is the earlier of the date of the charity being notified of an impending distribution or the date the legacy is received. At this point income is recognised. On occasion legacies will be notified to the charity however it is not possible to measure the amount expected to be distributed. On these occasions, the legacy is treated as a contingent asset and disclosed.

Investment income is earned through holding assets for investment purposes such as on short term bank deposit and solely comprises bank interest.

f) Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of raising funds includes the costs associated with the Fundraising team, including payroll for the members of that team and the direct costs of fundraising events
- Expenditure on charitable activities includes the cost of clinical and teaching staff together with the costs of providing the educational and therapeutic interventions
- Other expenditure represents those items not falling into the categories above.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

g) Support costs allocation

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include strategy development. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. General overheads have been allocated on a staff pro rata basis.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

The analysis of these costs is included in note 7.

h) Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Improvements to long leasehold land and buildings	25 to 32 years straight line
Fixtures, fittings and equipment	3 to 10 years straight line

Assets costing over £2,000 are capitalised at cost.

i) Provisions

Provisions are recognised when the charity has an obligation at the balance sheet date as a result of a past event, it is probable that an outflow of economic benefits will be required in settlement and the amount can be reliably estimated.

j) Leases

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

k) Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

l) Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

m) Financial instruments

Debtors

Trade and other debtors are measured at transaction price less any impairment unless the arrangement constitutes a financing transaction in which case the transaction is measured at the present value of the future receipts discounted at the prevailing market rate of interest.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with an original maturity of date of three months or less. For the purpose of the cash flow statement, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts.

Creditors and provisions

Creditors and provisions are recognised when the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their transaction price after allowing for any trade discounts due unless the arrangement constitutes a financing transaction in which case the transaction is measured at present value of future payments discounted at prevailing market rate of interest. Other financial liabilities are initially measured at fair value net of their transaction costs. They are subsequently measured at amortised cost using the effective interest method.

n) Concessionary loans

Concessionary loans received for the purposes of furthering the objectives of the charity are initially recognised in the balance sheet at the amount received and are subsequently adjusted to reflect any accrued interest payable under the terms of the agreement.

2 Income from donations, grants and legacies

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Donations and grants from trusts and foundations	**441,584**	**825,903**	**1,267,487**	386,095	314,052	700,147
Government grants	**-**	**156,912**	**156,912**	-	-	-
Donations	**441,584**	**982,815**	**1,424,399**	386,095	314,052	700,147

Pace benefits greatly from the enthusiastic support and involvement of its many volunteers and supporters. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

The government grants are the monies received in respect of the "furlough" scheme and additional statutory sick pay monies in response to the issues faced by COVID 19.

Included in restricted donations in 2020 were gifts in kind of £72,542. Of this £42,960 were gifts in kind to help with our brand review. We also received £24,582 pro bono legal advice from Intellectual Property Specialists Cooley LLP in registering the patent for the Pace Power Wheelchair Simulator Rig chair. Finally £5,000 was given in kind for the wrapping of the minibus with our logos and photographs.

3 Charitable activities: all unrestricted

	2020 £	2019 £
LEA funding	**1,522,973**	1,356,918
Early Years funding	**25,978**	35,884
Non LEA funding of school places	**52,581**	108,772
Provision of staff and equipment to other schools	**238,698**	240,681
Training	**1,075**	2,249
Other	**6,471**	45,275
	1,847,776	1,789,779

4 Investment income

All of the investment income of £954 (2019: £936) arises from money held on interest bearing deposit accounts.

5 Analysis of expenditure on raising funds

	2020 £	2019 £
Salaries and consultancy including training	**191,145**	179,723
Event and function costs	**19,511**	54,444
Direct costs	**86**	1,072
Support costs (see note 7)	**18,145**	12,352
	228,887	247,591

Expenditure on raising funds was £228,887 (2019: £247,591) of which £2,677 (2019: £2,160) was restricted and £226,210 (2019: £245,431) was unrestricted.

6 Analysis of expenditure on charitable activities

	2020	2019
	£	£
Salaries and consultancy including training	**1,814,270**	1,862,670
Facilities and other costs	**263,784**	234,318
Classroom resources	**138,221**	64,706
Pro bono consultancy services (see note 2)	**72,542**	-
Depreciation	**120,199**	120,603
Governance costs (see note 7)	**41,702**	31,748
Support costs (see note 7)	**224,994**	169,436
	2,675,712	2,483,481

Expenditure on charitable activities was £2,675,712 (2019: £2,483,481) of which £776,016 (2019: £491,560) was restricted and £1,889,696 (2019: £1,991,921) was unrestricted.

7 Analysis of support costs

2020

	Raising funds	General support	Governance function	**Total**	**Basis of allocation**
	£	£	£	**£**	
Salaries, wages and related costs	13,432	166,559	24,178	**204,169**	Prorated on number of staff
General office	4,713	58,435	8,483	**71,631**	Prorated on number of staff
Auditor's remuneration	-	-	8,505	**8,505**	Governance
Legal and other professional fees	-	-	536	**536**	Governance
	18,145	224,994	41,702	**284,841**	

Analysis of support costs

2019

	Raising funds	General support	Governance function	**Total**	**Basis of allocation**
	£	£	£	**£**	
Salaries, wages and related costs	8,565	117,484	15,857	**141,906**	Prorated on number of staff
General office	3,787	51,952	7,012	**62,751**	Prorated on number of staff
Auditor's remuneration	-	-	8,330	**8,330**	Governance
Legal and other professional fees	-	-	549	**549**	Governance
	12,352	169,436	31,748	**213,536**	

The charity identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified the governance costs, the remaining support costs together with the governance costs are apportioned between raising funds and the charitable activities in the year.

8 **Net income /(expenditure) for the year is stated after charging:**

	2020	2019
	£	£
Depreciation of tangible fixed assets	**120,199**	120,603
Loss on disposal of tangible fixed assets	**4,391**	-
Operating lease rentals	**115,845**	107,201
Auditor's remuneration	**8,505**	8,330

9 **Trustees' and key management personnel remuneration and expenses**

No trustee either received or waived any remuneration during the year (2019: £nil).

The total amount of employee benefits received by key management personnel is £221,823 (2019: £225,508). The charity considers its key management personnel comprise the trustees, Chief Executive, Director of Finance, Director of Education, Director of Clinical Services and Director of Fundraising.

	2020	2019
	£	£
Salaries	**1,962,016**	1,918,763
Social security costs	**155,369**	156,907
Pension costs	**76,269**	70,471
	2,193,654	2,146,141

No employee received remuneration greater than £60,000 (2019: none).

The average number of employees, analysed by function was	2020 FTE	2019 FTE	2020 Number	2019 Number
Raising funds	**5**	5	**6**	5
Charitable activities	**62**	64	**82**	82
Governance and support	**9**	9	**10**	10
	76	78	**98**	97

The trustees did not have any expenses reimbursed during the year (2019: £nil). There are no related party transactions during the year.

10 Tangible fixed assets

	Improvements to leasehold buildings £	Fixtures, Fittings and Equipment £	Total £
Cost			
At 1 January 2020	3,328,179	133,619	3,461,798
Additions	-	-	-
Disposals	(4,391)	-	(4,391)
At 31 December 2020	3,323,788	133,619	3,457,407
Depreciation			
At 1 January 2020	1,036,855	79,999	1,116,854
Provided in the year	110,798	9,401	120,199
Depreciation on disposals	-	-	-
At 31 December 2020	1,147,653	89,400	1,237,053
Net book value			
At 31 December 2020	**2,176,135**	**44,219**	**2,220,354**
At 31 December 2019	2,291,324	53,620	2,344,944

The net book values above represent the historical cost less depreciation for the assets, however funded. Included, therefore, are assets purchased from Restricted Funds which are analysed in note 14.

11 Debtors

	2020 £	2019 £
Trade debtors	**440,604**	500,318
Other debtors	**11,660**	5,299
Prepayments	**56,292**	73,622
	508,556	579,239

12 Creditors: amounts falling due within one year

	2020 £	2019 £
Trade creditors	**47,997**	50,287
Accruals and deferred income	**813,008**	677,661
Social security and other taxes	**35,386**	36,676
Other creditors	**162,519**	12,370
	1,058,910	776,994

In 2016, a generous benefactor pledged an interest free loan of up to £1,000,000 to be available for at least three years, since extended so that the earliest repayment is now due on 1 January 2022. By 31 December 2020, £500,000 of this loan had been drawn down. During 2018, £200,000 of this drawn-down amount was extinguished by way of a donation with the agreement of the benefactor, supplemented by a further waiver of £150,000 in 2019. There remains an undrawn loan facility of £500,000.

13 Creditors: amounts falling due after more than one year

	2020	2019
	£	£
Other creditor	-	150,000

In 2016, a generous benefactor pledged an interest free loan of up to £1,000,000 to be available for at least three years, since extended so that the earliest repayment is now due on 1 January 2022. By 31 December 2020, £500,000 of this loan had been drawn down. During 2018, £200,000 of this drawn-down amount was extinguished by way of a donation with the agreement of the benefactor, supplemented by a further waiver of £150,000 in 2019. There remains an undrawn loan facility of £500,000.

14 Analysis of charitable funds

Analysis of movements in funds	Balance 01/01/2020 £	Incoming resources £	Resources expended £	Transfer	**Balance 31/12/2020 £**
General fund	20,592	2,392,166	(2,125,906)	73	**286,925**
Leasehold Building fund	110,996	-	(27,180)	-	**83,816**
First Steps Appeal fund	2,083,613	-	(76,906)	-	**2,006,707**
Salary fund	102,895	683,018	(463,639)	-	**322,274**
Other equipment and services fund	132,319	299,797	(210,968)	(73)	**221,075**
	2,429,823	982,815	(778,693)	(73)	**2,633,872**

The **Leasehold Building fund** was set up in 1996 to record the cost of the new development of the Coventon Road site against donations received for that purpose. The total fund at 31 December 2020 represents the depreciated historical cost of the building and subsequent extensions. The original building and improvements are carried out under licence granted by the freeholder. The land at Coventon Road is leasehold, with 103 years remaining.

The **First Steps Appeal fund** exists to provide resources to develop the Bradbury Campus at Wendover Road as a new Early Years Centre and Independence Training Centre. The funds are being released as the improvements are depreciated. The total fund at 31 December 2020 is the net depreciated amount.

The **Salary fund** represents various donations to fund salaries in school and child and family during the year.

The **Other equipment and services fund** comprises various donations to fund the purchase of teaching aids and equipment and other services such as school holidays, visits, consultancy and training and our new minibus. The fund, summarised above, contains the donations of many individuals, trusts and organisations.

15 Analysis of net assets between funds

2020	Unrestricted funds £	Restricted funds £	**Total £**
Fixed assets	96,019	2,124,335	**2,220,354**
Debtors	506,553	2,003	**508,556**
Cash	691,682	559,115	**1,250,797**
Creditors: amounts falling due within one year	(1,007,329)	(51,581)	**(1,058,910)**
	286,925	2,633,872	**2,920,797**
Creditors: amounts falling due after one year	-	-	**-**
	286,925	2,633,872	**2,920,797**

16 Reconciliation of net income /(expenditure) to net cash flow from operating activities

	2020	2019
	£	£
Net income / (expenditure) for the year	**470,382**	938
Interest receivable	**(954)**	(936)
Depreciation	**120,199**	120,603
Decrease / (Increase) in debtors	**70,683**	(123,123)
Decrease / (Increase) in creditors	**131,916**	(97,150)
Loss on disposal of tangible fixed asset	**4,391**	-
Net cash flow from operating activities	**796,617**	(99,668)

17 Analysis of changes in net debt

2020

	Balance at beginning of year	Cash Flow	Other changes	**Balance at end of year**
	£	£	£	**£**
Long term borrowings			(150,000)	**(150,000)**
Short term borrowings	(150,000)	-	150,000-	
Total liabilities	(150,000)	-	-	**(150,000)**
Cash and cash equivalents	453,226	797,571	-	**1,250,797**
Total net debts	303,226	797,571	-	**1,100,797**

18 Pension and other post-retirement benefits

The charity operates a defined contribution pension plan for its employees. The amount recognised as an expense in the year was £76,269 (2019: £70,471).

19 Operating leases

Total future minimum lease payments under non-cancellable operating leases are as follows

	2020	2019
	£	£
Less than one year	**112,081**	115,963
Between one and five years	**412,941**	425,805
Later than five years	**3,409,608**	3,508,825

20 Membership Liability

In accordance with clause 6 of the company's Memorandum of Association, every member of the company undertakes to contribute to the assets of the company in the event of the same being wound up during the time that they are a member, or within one year afterwards for payments of debts and liabilities of the company contracted before the time at which they ceased to be a member, and of the costs, charges and expenses of winding up the same, and for the adjustment of the rights of the contributories, such amount as maybe required not exceeding one pound.

21 Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

	2020	2019
	£	£
Financial assets: Debt instruments measured at amortised cost		
Trade debtors (note 11)	**440,604**	500,318
Other debtors (note 11)	**11,660**	5,299
	452,264	505,617
Financial liabilities: measured at amortised cost		
Trade creditors (note 12)	**47,997**	50,287
Other creditors (note 12)	**825,527**	690,031
	873,524	740,318
Loan commitments: measured at cost less impairment		
Other loan	**150,000**	150,000

22 Prior year Statement of Financial Activities

	Note	Unrestricted Funds £	Restricted Funds £	**Total Funds £**
Income from				
Donations and legacies	2	386,095	314,052	**700,147**
Charitable activities	3	1,789,779	-	**1,789,779**
Other trading activities: fundraising events		233,762	2,638	**236,400**
Investments	4	936	-	**936**
Other		4,748	-	**4,748**
Total Income		2,415,320	316,690	**2,732,010**
Expenditure on				
Costs of generating funds				
Raising funds	5	245,431	2,160	**247,591**
Charitable activities: provision of school services, outreach and sessional services and training and development	6	1,991,921	491,560	**2,483,481**
Total expenditure		2,237,352	493,720	**2,731,072**
Net (expenditure)/income and net movement in funds		177,968	(177,030)	**938**
Total funds brought forward		(157,376)	2,606,853	**2,449,477**
Total funds carried forward	14	20,592	2,429,823	**2,450,415**