

REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024
FOR
PACT

Xeinadin Audit Ltd
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Ashford
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for the Year Ended 31 March 2024

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REPORT OF THE TRUSTEES
for the Year Ended 31 March 2024

The Trustees present their report with the financial statements of the charity for the year ended 31 March 2024. The Trustees have adopted the provisions of Accounting and Reporting by the 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 (FRS102) effective 1 January 2019.

OBJECTIVES AND ACTIVITIES

1. To relieve the suffering of animals of any species who are in need of care and attending and in particular to provide or maintain animal sanctuaries or other facilities for the reception and care of animals and the treatment of sick or ill-treated animals.
2. To advance the education of the public in the care of animals.
3. To advance education in the preservation, improvement and protection of the habitat and environment of animals.
4. To aid the rehabilitation and improve the quality of life for socially disadvantaged and disabled people.

Significant activities

PACT – People for Animal Care Trust – operates a 6-acre sanctuary, along with 2 additional sites used as equine paddocks, dedicated to providing second chances for animals in need. The sanctuary rescues, rehabilitates, and where possible, rehomes or releases unwanted, abused, or injured animals across multiple species, including companion animals, farm animals, and wildlife.

Beyond rescue, PACT is pioneering a more holistic approach to animal welfare, focusing on long-term rehabilitation, behavioural support, and sustainable care models. The charity aims to become a hub for progressive animal welfare, sharing expertise and best practices to improve standards across the sector.

The Trust also fosters meaningful human-animal connections, welcoming socially disadvantaged and disabled individuals to engage with animals in a therapeutic setting. Through education, outreach, and community engagement, PACT champions responsible animal care, ethical rehoming, and wildlife conservation efforts, ensuring its impact extends beyond the sanctuary.

Public benefit

The Trustees have reviewed and considered the Charity Commission's Guidance on Public Benefit and are committed to ensuring that PACT's work delivers measurable benefits to both animals and people.

PACT's mission extends beyond individual rescues to systemic change in animal welfare, addressing long-term sustainability and best practices in care. By providing rescue, rehabilitation, and lifelong sanctuary for animals in need, the charity alleviates suffering and enhances welfare standards.

Through educational programs, community outreach, and volunteering opportunities, PACT fosters public understanding of responsible animal care and ethical treatment, empowering individuals to contribute to a more compassionate society. Its commitment to accessibility ensures that people from all backgrounds, including those with disabilities or facing social disadvantage, can benefit from positive interactions with animals.

The Trustees affirm that PACT's activities align with its charitable purpose, advancing animal welfare while delivering public benefit through education, engagement, and ethical care standards.

ACHIEVEMENT AND PERFORMANCE

Charitable activities

Operational Developments (2023-2024 Timeline)

April 2023

Animal Welfare Audit

PACT initiated an internal audit for animal welfare, alongside a comprehensive organizational review. The audit provided a baseline for evaluating and enhancing operational practices, particularly around animal intake, care standards, and outcomes.

Animal Shelter Management System Launch

To improve efficiency and compliance with GDPR, PACT implemented an Animal Shelter Management System. This increased transparency and streamlined operations for both animal care and donor engagement.

Risk Assessment Implementation

A full risk assessment across all animal welfare operations was launched, with ongoing updates throughout the year. This live document forms the foundation for continuous improvement and alignment with the Code of Best Practice.

TNR Program at Record Highs

April saw record highs in Trap-Neuter-Return (TNR) cases, with 16 feral cats neutered. This program provides invaluable support to communities struggling with feral cat populations, helping to reduce both population growth and the spread of disease within colonies.

May 2023

Restructure Proposal

PACT unveiled a small restructuring proposal aimed at optimizing operations, reducing costs, and aligning resources with strategic priorities. The proposal included key leadership and some operational adjustments.

June 2023

Leadership Transition

The interim CEO departed, and an interim Transformation Manager was brought on board to drive operational change.

ADCH Conference Attendance

PACT participated in the Association of Dogs and Cats Homes (ADCH) conference, showcasing its commitment to sector engagement and best practices.

New Dental Scaler Purchased

To enhance veterinary capabilities, PACT purchased a new dental scaler, improving the care offered to animals requiring dental treatments.

July 2023

Open Day

An open day was hosted to engage the community and showcase PACT's work. Over 600 people attended, raising approximately £13,000. The event also increased visibility and strengthened ties with local supporters.

Margot's Rescue and Recovery

A supporter found Margot, a cat with severe head and facial injuries, at the roadside. PACT's veterinary team performed emergency surgery and managed her neurological symptoms during hospitalization. Margot made a full recovery and was later successfully rehomed.

August 2023

Operations Manager Appointment

Appointment of a full-time Operations Manager, reflecting PACT's confidence in his leadership during a transitional period.

Two Kids Summer Days

The events were well received, offering opportunities for youngsters to learn about animals through fun activities like making hedgehog houses.

September 2023

Vending Machine Installed

A vending machine was installed to improve provisions for staff and volunteers, ensuring better access to refreshments during busy shifts.

Poppy and Jenna's End-of-Life Support

PACT supported two end-of-life animals, Poppy and Jenna, by providing home visits for blood pressure checks, pain evaluation, and peaceful euthanasia in their owners' homes. This compassionate care underscored PACT's dedication to supporting animals and their owners during challenging times.

October 2023

New Warehousing Structure for Retail

Retail operations were overhauled, with the establishment of a centralized warehousing model to streamline inventory management and distribution.

Animal Shelter Management System Upgrade

PACT launched a new version of the shelter management system, enhancing functionality and user experience.

QuickBooks to Xero Migration

Planning began for the migration from QuickBooks to Xero, aiming to modernize financial management and reporting systems.

Penny's Rescue and Recovery

Penny, a cat suffering from severe medical neglect due to a year-old ulcerated stump, was brought to PACT. The veterinary team performed an immediate amputation, and Penny was rehomed shortly after recovery.

November 2023

EPOS System Setup

A new electronic point-of-sale (EPOS) system was implemented, improving the efficiency of retail transactions and enabling better sales tracking.

Retail Development Manager Appointment

A new Retail Development Manager was hired to replace the regional retail manager, bringing expertise in retail growth strategies.

XL Bully Breed Assessments Begin

PACT began measuring and assessing dogs that might meet the criteria for XL Bully classification, preparing for anticipated regulatory changes.

December 2023

Wesley's Complex Rehabilitation

Wesley, a dog with complex behavioural issues and seizures, successfully underwent treatment and was rehomed to an owner who also has epilepsy. This pairing highlighted PACT's ability to manage intricate medical and behavioural cases.

January 2024

CEO Recruitment Begins

The search for a new CEO commenced, reflecting PACT's commitment to strengthening leadership for the next phase of growth.

X-Ray Machine Quotes and Research

Quotes and research were gathered for the purchase of a new X-ray machine, aiming to improve diagnostic capabilities within the sanctuary.

February 2024

CEO Appointment and Transition

A new CEO was appointed, set to begin in April 2024, signalling the start of a new leadership era for PACT.

New Warehouse and Shop Space Secured

A warehouse and shop space were acquired in Yaxham Road, Dereham (Norfolk), expanding PACT's retail footprint and operational capacity.

March 2024

Gift Aid Relaunch

A campaign was launched to relaunch and retrospectively claim Gift Aid, enhancing donation value and driving donor engagement.

Underdog Pet Therapy Program

The Underdog Pet Therapy initiative was launched, highlighting PACT's commitment to innovative and community-focused programs.

Paddy's Lifesaving Treatment

Paddy, a dog with a rare congenital kidney problem, required emergency intervention, including a blood transfusion from donor dog Babet, surgery to remove large bladder clots, and kidney removal. Paddy's speedy recovery brought immense relief to both his owners and the PACT team.

Coordinated Rescue with RSPCA - a raid was done on a home in Thetford where the RSPCA asked us to take a lot of dogs and guinea pigs, all of which required veterinary care. They have all been successfully rehomed.

Leila's Case - another severe medical neglect case as a sign over from the vets after the owners requested euthanasia. She had a perforated eye from congenitally deformed eyelids and heavy head rolls rubbing on the surface of her eye. 2 "facelifts" and eyelid correction surgery later and she's a new dog. She is mostly blind in her remaining eye due to scarring however has settled into a foster home beautifully. Watch this space for her finding her forever home.

Wildlife Animal care and the Vale Wildlife Hospital - we are now speaking regularly with the vale on their wildlife protocols and changes to ailments / treatment protocols we are finding. They would like us to collect data on wildlife for future studies in the hope we can publish a paper.

This timeline reflects PACT's relentless commitment to operational improvements, specialized animal care, and community support. By addressing diverse challenges and embracing innovation, PACT continues to ensure second chances for animals in need while supporting its dedicated team of staff, volunteers, and supporters.

Overview of PACT's Animal Welfare Activities

PACT (People for Animal Care Trust) is a multifaceted animal welfare organization dedicated to providing second chances to animals in need. The sanctuary focuses on holistic care, rescuing animals across various species-including domestic pets, farm animals, and wildlife-and working to rehabilitate and rehome or release them back into their natural environments. With a vision of ensuring animals thrive rather than merely survive, PACT employs a blend of medical care, behavioural rehabilitation, and community engagement to support its mission.

At the heart of PACT's operations is its sanctuary, which provides a haven for animals rescued from neglect, abuse, or environments that can no longer meet their needs. The organization also collaborates with local communities, educational institutions, and specialized rescues to ensure animals receive the care and attention they deserve. In addition, PACT supports wildlife rehabilitation, handling cases like injured hedgehogs and small birds, often releasing them back into the wild once they are fit.

Trends in Outcome Data

The outcome data from the audit reflects the sanctuary's core activities. The highest proportion of animals, 26%, were released to the wild. This highlights PACT's focus on wildlife rehabilitation and the successful reintegration of many animals into their natural habitats. This is closely followed by 20% of animals being adopted, showcasing PACT's commitment to finding loving, permanent homes for domestic animals and unwanted pets.

Around 19% of animals remain on shelter care, which is indicative of PACT's ongoing commitment to long-term care for animals that are either in recovery or awaiting rehoming. However, this figure may also point to challenges in adoption demand or extended rehabilitation periods, emphasizing the need for resources and strategies to enhance turnover without compromising welfare standards.

Challenges in Mortality and Euthanasia Rates

The combined total of 29% for deaths and euthanasia outcomes is significant and suggests that PACT frequently encounters cases where animals arrive in dire conditions. This trend could reflect the sanctuary's mission of taking on the most vulnerable cases, including wildlife with severe injuries or pets with terminal illnesses. It also underscores the importance of robust veterinary care and informed decision-making regarding euthanasia.

Adoption Trends by Species

The data reveals significant variation in adoption rates across different species:

1. Cats dominate the adoption statistics, accounting for 46% of all adoptions. Their popularity is likely driven by their status as highly sought-after companion animals and PACT's efforts in promoting their rehoming.
2. Dogs follow as the second most adopted species, making up 26% of the total adoptions. This reflects a strong public interest in rehoming dogs, potentially driven by PACT's focus on behaviour rehabilitation and readiness for adoption.
3. Small Animals, including rabbits (13%) and guinea pigs (7%), also feature in the adoption data but at lower rates. These animals, though less common as pets, still attract adopters who may appreciate their unique companionship qualities.
4. Rats represent a small portion of adoptions at 3%, which is consistent with their niche appeal as pets. While not as popular, PACT's efforts to rehome these animals ensure their welfare is not overlooked.

Insights on Adoption Variations

The data indicates that PACT successfully facilitates adoptions for a wide range of species, although there is a clear preference for traditional pets like cats and dogs. To further increase adoption rates for small animals, targeted campaigns highlighting their unique care needs and benefits as pets could be beneficial. Additionally, educational outreach to potential adopters about the joy of keeping non-traditional pets might help balance the adoption rates across species.

PACT's ability to rehome such a diverse array of animals underscores its adaptability and commitment to ensuring every species is given a chance to thrive in a loving environment.

Animal Intake by Species

In 2023-24, PACT continued to play a critical role in rescuing, rehabilitating, and rehoming animals from a variety of species, demonstrating both the breadth and depth of its efforts in animal welfare. Over the year, the sanctuary managed a significant intake of animals across diverse categories, highlighting the complexity and specialization required to meet the unique needs of each species.

Wildlife formed the largest proportion of intakes, with 861 wild mammals and 461 wild birds brought into care, alongside 127 additional wild birds requiring specialized rehabilitation. These figures emphasize PACT's critical contribution to preserving wildlife and its ability to handle complex cases requiring specialized facilities, expertise, and resources to rehabilitate animals for release back into their natural habitats.

Domesticated animals also represented a significant portion of the year's intakes. Cats accounted for 175 intakes, showcasing the sanctuary's ongoing commitment to addressing the needs of unwanted or stray companion animals. Dogs, numbering 82, reflected PACT's ability to support diverse species through behavioural rehabilitation and rehoming efforts.

Smaller mammals, such as rabbits (52), guinea pigs (23), and mice/rats (11), also featured prominently. These species require unique care routines and specialized environments, further underscoring the sanctuary's adaptability. Similarly, PACT extended its expertise to less conventional pets, including ferrets (4) and gerbils (3), ensuring their welfare was not overlooked.

The sanctuary also supported 31 farm animals, highlighting its capability to care for larger, resource-intensive species that often face neglect or abandonment. Additionally, exotic species (3) and domestic birds (4) were provided with the specialized care necessary for their unique physical and behavioural needs, showcasing PACT's role in addressing complex and diverse animal welfare challenges.

Overall, the numbers reflect not just the sheer scale of PACT's work but also the variety of species and the specialized approaches required to meet their needs. From wildlife to domestic pets, exotic species to farm animals, PACT's ability to adapt its operations and provide tailored care has cemented its role as a cornerstone of animal welfare. This year's efforts illustrate the sanctuary's unwavering commitment to providing second chances to animals in need, ensuring that they are not just rescued but also given the opportunity to thrive.

Findings on Outcomes by Reason for Intake

The high wildlife intake at PACT in 2023-24, with 861 wild mammals and 461 wild birds, reflects the growing pressures on natural habitats and the increasing frequency of human-wildlife interactions. Key causes include habitat destruction due to urbanization and agricultural expansion, leading to displacement and injuries.

Additionally, climate change and extreme weather events have disrupted ecosystems, resulting in orphaned or injured wildlife. PACT's specialized facilities and expertise make it a critical resource for addressing these challenges, providing life-saving care and rehabilitation for animals that might otherwise have no chance of survival.

The analysis of outcomes based on the reasons for animal intake offers valuable insights into the patterns and challenges faced by PACT. Animals arrive at the sanctuary for a variety of reasons, including abandonment, abuse, allergies, incompatibility with other household animals, and behavioural issues like biting. Each reason presents unique challenges and influences the eventual outcomes for these animals.

Key Trends

1. **Abandonment:** Animals brought in due to abandonment are most frequently released to the wild (75%) when they belong to species suitable for reintegration into natural habitats. A smaller proportion remains on shelter care (25%), suggesting either a delay in adoption readiness or challenges in rehoming such animals. This highlights the need for targeted interventions to support the transition of abandoned animals to suitable environments.
2. **Abuse:** Most animals rescued from abusive situations are successfully adopted (100% of the cases analysed). This underscores PACT's commitment to providing second chances for animals that have endured trauma. However, these cases often require significant rehabilitation efforts, both medical and behavioural, before adoption is possible.
3. **Allergies:** For animals relinquished due to allergies in the household, outcomes are evenly distributed among adoption (33%), reclamation by previous owners (33%), and remaining on shelter care (33%). This suggests that these animals, while not in critical condition, may face delays in finding new homes due to their status as owner-relinquished pets.
4. **Household Incompatibility:** When animals are surrendered because they are not tolerated by other household pets, adoption is the most common outcome (83%). This trend indicates strong demand for rehoming these animals, likely aided by their compatibility with other types of homes or environments.
5. **Behavioural Issues (e.g., Biting):** Animals surrendered due to behavioural challenges such as biting predominantly remain on shelter care (100%). This highlights the complexity of managing behavioural rehabilitation and finding suitable adopters willing to take on such challenges.

Fundraising activities

PACT is grateful to the thousands of people who generously continued supporting the charity's work this year and helped to fund our activities. It is only because of the kindness of our long-standing supporters that we can provide superior welfare services to the animals in our care.

The quarterly newsletters and online fundraising appeals have been successful, thanks to the generosity of our supporters and the hard work of the charity staff, media team, and volunteers.

Our plan is to further develop fundraising with well-communicated events throughout 2023-24. We signed up with the Farewills scheme, with thanks to a benefactor donating the funds to launch the free will-writing offer. This initiative has been successful, with four wills being taken up within the first quarter.

Like every year, we employed a range of fundraising approaches to raise money, including but not limited to through fundraising events (initiated by us or by third parties), direct mail appeals through our quarterly newsletter, and other ongoing initiatives aiming at strengthening support from individuals who represent most of our income source, after legacies. Please refer to audited accounts for detailed income source reporting.

FINANCIAL REVIEW

Financial position

Income and Fundraising

PACT's total income in 2023/24 declined by 23.8%, from £3,025,687 in 2022/23 to £2,304,402. This decrease contrasts with trends in other UK animal welfare charities, which largely recovered post-COVID through structured donor engagement and income diversification. PACT's reliance on legacies and its grassroots approach to donor communication, coupled with the transition to a new database with limited historical data, contributed to this temporary decline. The need for strategic digital engagement and an optimized fundraising management system has been put in the plans for further implementation.

Charity Shop Income

A bright spot in PACT's financial performance was the 22.5% growth in charity shop income, increasing from £1,015,322 to £1,243,546. This recovery to pre-COVID levels mirrors trends across the sector, where reopening of shops and increased footfall drove revenue. PACT's retail operations have demonstrated resilience and growth potential, positioning them as a key pillar for future income strategies.

Donations and Legacies

Donations decreased by £304,134, and legacy income fell by £638,004, reflecting sector-wide variability in this income stream. PACT's over-reliance on these sources highlights the need for diversification. Exploring low-hanging fruit such as digital campaigns, corporate sponsorships, and online appeals could bolster future income streams while reducing risk.

Expenditures

PACT reduced total expenditures by 10.5%, from £2,371,272 to £2,122,751, reflecting a commitment to cost management during a challenging year. These reductions align with sector-wide trends of streamlining operations to preserve resources for mission-critical activities.

Employee Costs

Employee costs rose by 16.2%, from £1,199,365 to £1,392,897, driven by inflationary pressures and expanded service demands. While this increase is consistent with sector challenges, it underscores the importance of balancing staffing needs with financial constraints. Investments in staff are vital for sustaining service delivery, but strategic workforce planning will be key moving forward.

Net Position

PACT achieved a £181,651 surplus in 2023/24, down from £654,415 in 2022/23. This decline reflects increased demands and operational costs but also showcases financial resilience. The organization's net assets increased from £1,865,936 to £2,047,587, reflecting prudent financial management and a commitment to long-term stability.

FUTURE PLANS

Insights and Recommendations

The data underscores PACT's success in rehoming abused animals and addressing abandonment cases. However, behavioural issues represent a significant barrier to positive outcomes, often leaving animals in long-term care. Targeted behavioural rehabilitation programs and adopter education could help address these challenges. For animals relinquished due to allergies or household incompatibility, fostering temporary care or trial adoptions may expedite rehoming processes.

Overall, the sanctuary's ability to tailor outcomes based on intake reasons demonstrates its adaptability and commitment to meeting the diverse needs of animals. By further enhancing targeted interventions and outreach programs, PACT can continue to improve outcomes and ensure all animals receive the second chance they deserve.

1. Establishing Sound and Accountable Senior Leadership Team and CEO

To ensure PACT remains resilient and visionary, the organization will prioritize the establishment of a sound and accountable senior leadership team under a newly appointed CEO. This leadership team will work collaboratively to align PACT's operations with its mission, while fostering a culture of transparency, accountability, and innovation. This will include clear role definitions, performance metrics, and a governance framework to support strategic decision-making and operational excellence.

2. Initiating a Strategic Planning Cycle for 2024-2027

PACT will embark on a comprehensive strategic planning cycle to define its direction for the next three years. This process will involve input from trustees, staff, volunteers, and external stakeholders to ensure alignment with the evolving needs of the community and the animals in its care. The strategy will focus on strengthening organizational capacity, setting measurable goals, and establishing a roadmap to achieve long-term impact.

3. Refining Accounting Systems

To improve financial transparency and operational efficiency, PACT will further refine its accounting systems. This includes creating clearer separation between the charity and trading budgets, allowing for better financial oversight and resource allocation. Upgraded systems will enhance reporting capabilities, ensuring compliance with regulatory requirements and supporting strategic decision-making.

4. Planning Funding Diversification

PACT recognizes the need to diversify its income streams to reduce dependency on legacies and increase resilience. This includes increased investment in fundraising initiatives, corporate sponsorships, and philanthropic efforts. Additionally, PACT aims to enhance the visibility and impact of its retail network, positioning its charity shops as ambassadors of the sanctuary's mission within the communities they serve.

5. Rebranding and Repositioning for the 30th Anniversary

In conjunction with its 30th anniversary, PACT will initiate a rebranding exercise to reposition itself as a leader in post-rescue services. This includes adopting a fresh visual identity and communications strategy that highlights its commitment to enhanced animal care standards. The rebranding will celebrate PACT's legacy while projecting a forward-looking image that aligns with its evolving role in animal welfare.

6. Expanding External Partnerships and Collaboration

PACT aims to deepen its external partnerships and collaborations to amplify its impact, particularly in wildlife rehabilitation and conservation. By working with academic institutions, conservation organizations, and local communities, PACT will contribute to the development of innovative approaches and share its expertise in addressing complex wildlife challenges.

7. Incorporating Sustainability Values

Sustainability will become a core value embedded in PACT's charity and retail operations. Initiatives will include reducing waste, adopting renewable energy sources, and promoting environmentally conscious practices across all activities. These efforts will align PACT's operations with global sustainability goals while fostering a culture of environmental stewardship among its staff, volunteers, and supporters.

These forward-looking initiatives will ensure that PACT not only addresses the immediate needs of the animals in its care but also positions itself as a sustainable and innovative leader in the field of animal welfare

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

PACT – People for Animal Care Trust – is a Charitable Incorporated Organisation (CIO), registered on 4th November 2013, with operations commencing on 1st April 2014 following the transfer of assets from the former charity (1045251).

As a UK charity, PACT operates in accordance with its Constitution, which outlines its purpose, governance framework, and operational structure. The charity is also guided by a set of key governance documents, including:

- Trustee Code of Conduct
- Conflict of Interest Policy
- Scheme of Delegation
- Board and Subcommittee Terms of Reference
- Financial Regulations and Reserves Policy
- Risk Management Framework
- Safeguarding Policy
- Fundraising and Ethical Fundraising Policies
- Complaints and Whistleblowing Policy

These documents provide the foundation for effective decision-making, accountability, and regulatory compliance, ensuring PACT operates with transparency and integrity.

Recruitment and appointment of new trustees

In 2024, a full review of the Constitution and governance structure was undertaken to strengthen oversight, accountability, and strategic leadership. A new Board formation was implemented, expanding the number of trustees to address previous challenges in maintaining an effective governance calendar. This restructuring was aligned with the Charity Commission's recommendations from 2022, significantly improving the Board's competencies and risk management approach.

A trustee skills matrix was developed to identify key areas of expertise required for PACT's growth. A structured trustee recruitment campaign was carried out in 2024, resulting in a renewed leadership team with a balance of financial, legal, operational, and animal welfare expertise.

The traditional governance structure of Chair, Vice-Chair, and Treasurer has been retained. To enhance governance effectiveness, a system of subcommittees has been introduced, ensuring a more distributed workload, broader trustee engagement, and closer risk oversight. These subcommittees review key areas of the charity's operations in advance of full Board meetings, enabling more effective strategic decision-making.

Procedures and policies for decision-making

With the new Board and leadership structure in place, a full review of all policies and procedures is currently underway to ensure compliance, effectiveness, and strategic alignment.

The Board of Trustees meets quarterly, with additional monthly ad-hoc meetings as required to oversee key transitions, including the successful establishment of a new CEO and senior leadership team. Each subcommittee meets ahead of full Board meetings to ensure strategic alignment between governance and operational activities. Decision-making processes have been strengthened to ensure that Board-level discussions are informed, evidence-based, and strategically sound. While the Board sets the charity's overall direction, the day-to-day running of

PACT is delegated to the CEO and Senior Leadership Team (SLT), who operate within approved policies, strategic objectives, and financial controls. These governance improvements have resulted in a more structured, agile, and responsive leadership model, allowing the charity to file its accounts on time and overcome past challenges, as previously flagged by the Charity Commission.

Risk management

A comprehensive Risk Register has now been implemented and is actively maintained and refined in collaboration with the Senior Leadership Team. This register is reviewed regularly at both subcommittee and Board levels, ensuring continuous monitoring of risks across all key operational and governance areas.

The Risk Register covers the following seven critical areas:

1. Governance & Legal – regulatory compliance, trustee oversight, and safeguarding policies.
2. Finance & Operations – financial sustainability, reserves management, and fraud prevention.
3. Human Resources – staff well-being, succession planning, and employment risks.
4. Marketing, Fundraising & Communications – donor engagement, reputational risks, and GDPR compliance.
5. Commercial & Retail – charity shop operations, lease agreements, and financial performance.
6. Animal Welfare – care standards, biosecurity, and veterinary oversight.
7. Sites Management & Sustainability – infrastructure, environmental risks, and climate-related adaptations.

As part of PACT's strategic transformation, a full policy review is underway to ensure robust mitigation strategies are in place for all identified risks. The charity is also embedding a culture of proactive risk management, ensuring that emerging threats—such as fluctuations in donor income due to the cost-of-living crisis, financial uncertainties, and environmental risks (e.g., bird flu outbreaks and climate-related disruptions)—are addressed with agility and resilience.

These structural, financial, and operational improvements have positioned PACT to move forward with greater stability, strategic foresight, and long-term sustainability.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number

1154444

Principal address

River Farm
Woodrising
Hingham
Norfolk
NR29 3HE

Trustees

Mrs S Lumbard (resigned 18.8.23)
T Wright (resigned 1.1.24)
Mrs T Wilde (resigned 12.9.24)
D Wilkinson (appointed 13.2.22)
P van Dijk (resigned 23.10.23) (re-appointed 23.9.24)
S Tate (resigned 11.03.24)
P Eke (resigned 12.06.24)
M Di Giacomo (resigned 5.7.23)
A Lejk (appointed 13.9.24)
Z Phillips (appointed 13.9.24)
D Prince (appointed 13.9.24)
N Barbosa (appointed 12.6.24)
H Stuart (appointed 12.11.24)
E LeMay (appointed 12.11.24)
M Perryman-Smith (appointed 12.06.24)
T Ratcliffe (appointed 13.12.2024)

REPORT OF THE TRUSTEES
for the Year Ended 31 March 2024

Auditors

Xeinadin Audit Ltd
19 North Street
Ashford
Kent
TN24 8LF

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

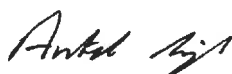
The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

30/01/2025

Approved by order of the board of trustees on and signed on its behalf by:



.....
Mr A Lejk - Trustee

Opinion

We have audited the financial statements of PACT (the 'charity') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024 and of its incoming resources and application of resources, 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 Charities Act 2011.

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 charity 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 charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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 Report of the Trustees 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 Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our objectives in performing the audit are to identify and assess the risk of material misstatement in the financial statements due to fraud or error and to obtain sufficient audit evidence to support this. We also evaluate and respond to the risk of material misstatements.

Audit procedures performed by the engagement team included:

- Gaining a full and extensive knowledge of the entity, the external environment within which it operates, and the regulatory frameworks it must abide by.
- Discussions with management and those charged with governance as to any known or suspected instances of non-compliance with laws and regulations, as well as fraud.
- Review of significant and unusual transactions and reading minutes of those charged with governance.

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 Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
PACT

Use of our report

This report is made solely to the charity's trustees, 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 charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Xeinadin Audit Ltd

Xeinadin Audit Ltd
19 North Street
Ashford
Kent
TN24 8LF

Date: *30/1/25*.....

STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2024

		Unrestricted fund £	Restricted fund £	31.3.24 Total funds £	31.3.23 Total funds £
	Notes				
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	1,060,061	-	1,060,061	2,003,199
Charitable activities	4				
Sanctuary Operations		500	-	500	-
Other trading activities	3	1,243,546	-	1,243,546	1,022,488
Other income		<u>295</u>	<u>-</u>	<u>295</u>	<u>-</u>
Total		<u>2,304,402</u>	<u>-</u>	<u>2,304,402</u>	<u>3,025,687</u>
EXPENDITURE ON					
Charitable activities	5				
Sanctuary Operations		1,802,109	-	1,802,109	1,750,805
Other		<u>320,642</u>	<u>-</u>	<u>320,642</u>	<u>620,467</u>
Total		<u>2,122,751</u>	<u>-</u>	<u>2,122,751</u>	<u>2,371,272</u>
NET INCOME		181,651	-	181,651	654,415
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>1,826,570</u>	<u>39,366</u>	<u>1,865,936</u>	<u>1,211,521</u>
TOTAL FUNDS CARRIED FORWARD		<u>2,008,221</u>	<u>39,366</u>	<u>2,047,587</u>	<u>1,865,936</u>


The notes form part of these financial statements

PACT

BALANCE SHEET
31 March 2024

	Notes	Unrestricted fund £	Restricted fund £	31.3.24 Total funds £	31.3.23 Total funds £
FIXED ASSETS					
Tangible assets	8	1,085,379	-	1,085,379	1,138,293
CURRENT ASSETS					
Stocks	9	17,005	-	17,005	17,940
Debtors	10	944,451	-	944,451	694,709
Cash at bank and in hand		<u>201,304</u>	<u>39,366</u>	<u>240,670</u>	<u>352,878</u>
		1,162,760	39,366	1,202,126	1,065,527
CREDITORS					
Amounts falling due within one year	11	<u>(139,617)</u>	-	<u>(139,617)</u>	<u>(218,443)</u>
NET CURRENT ASSETS					
		<u>1,023,143</u>	<u>39,366</u>	<u>1,062,509</u>	<u>847,084</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		2,108,522	39,366	2,147,888	1,985,377
CREDITORS					
Amounts falling due after more than one year	12	<u>(100,301)</u>	-	<u>(100,301)</u>	<u>(119,441)</u>
NET ASSETS					
		<u>2,008,221</u>	<u>39,366</u>	<u>2,047,587</u>	<u>1,865,936</u>
FUNDS					
Unrestricted funds	14			2,008,221	1,826,570
Restricted funds				<u>39,366</u>	<u>39,366</u>
TOTAL FUNDS					
				<u>2,047,587</u>	<u>1,865,936</u>

The financial statements were approved by the Board of Trustees and authorised for issue on30/01/2025..... and were signed on its behalf by:



.....
A Lejk - Trustee

The notes form part of these financial statements

CASH FLOW STATEMENT
for the Year Ended 31 March 2024

	Notes	31.3.24 £	31.3.23 £
Cash flows from operating activities			
Cash generated from operations	1	(39,706)	272,904
Tax paid		<u>(46,559)</u>	<u>-</u>
Net cash (used in)/provided by operating activities		<u>(86,265)</u>	<u>272,904</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(7,982)	(63,942)
Sale of tangible fixed assets		<u>1,179</u>	<u>-</u>
Net cash used in investing activities		<u>(6,803)</u>	<u>(63,942)</u>
Cash flows from financing activities			
Loan repayments in year		<u>(19,140)</u>	<u>-</u>
Net cash (used in)/provided by financing activities		<u>(19,140)</u>	<u>-</u>
		<u>-</u>	<u>-</u>
Change in cash and cash equivalents in the reporting period		(112,208)	208,962
Cash and cash equivalents at the beginning of the reporting period		<u>352,878</u>	<u>143,916</u>
Cash and cash equivalents at the end of the reporting period		<u>240,670</u>	<u>352,878</u>

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT
for the Year Ended 31 March 2024

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.24	31.3.23
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	181,651	654,415
Adjustments for:		
Depreciation charges	60,012	70,184
Profit on disposal of fixed assets	(295)	-
Decrease in stocks	935	-
Increase in debtors	(203,183)	(570,950)
(Decrease)/increase in creditors	<u>(78,826)</u>	<u>119,255</u>
Net cash (used in)/provided by operations	<u>(39,706)</u>	<u>272,904</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.23	Cash flow	At 31.3.24
	£	£	£
Net cash			
Cash at bank and in hand	<u>352,878</u>	<u>(112,208)</u>	<u>240,670</u>
	<u>352,878</u>	<u>(112,208)</u>	<u>240,670</u>
Debt			
Debts falling due within 1 year	(20,000)	-	(20,000)
Debts falling due after 1 year	<u>(119,441)</u>	<u>19,140</u>	<u>(100,301)</u>
	<u>(139,441)</u>	<u>19,140</u>	<u>(120,301)</u>
Total	<u>213,437</u>	<u>(93,068)</u>	<u>120,369</u>

The notes form part of these financial statements

1. ACCOUNTING POLICIES**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income

All incoming resources are accounted for when the charity is legally entitled to the income, and when the amount can be quantified. Legacy income is recognised when its receipt is probable. Legacy income is not recognised while a life interest remains.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Costs are classified between Charitable Activities, Cost of Generating Funds and Governance directly depending upon their purpose within the Charity. Administration costs are apportioned between the Sanctuary Operation and Charity Shop Administration proportionally based upon the proportion of administration payroll attributed to each sector.

Tangible fixed assets

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

Sanctuary Improvements	- 10% on reducing balance
Plant, Equipment and Vehicles	- 25% on reducing balance

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Inventory (Veterinary Stock) is valued at the cost to the Charity.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds consist entirely of funds donated to the Charity in a campaign to build a Wildlife Facility. This facility was built during the years ending 31 March 2016 and 31 March 2017 and the restricted funds are now carried forward as the Wildlife Facility fixed asset. This fixed asset is classified as a Sanctuary Improvement in these accounts.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31 March 2024

2. DONATIONS AND LEGACIES

	31.3.24	31.3.23
	£	£
Donations	392,745	696,879
Legacies	667,316	1,306,320
	<u>1,060,061</u>	<u>2,003,199</u>

3. OTHER TRADING ACTIVITIES

	31.3.24	31.3.23
	£	£
Charity Shop Turnover	1,243,546	1,015,322
Commission Income	-	7,166
	<u>1,243,546</u>	<u>1,022,488</u>

4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.3.24	31.3.23
		£	£
Grants	Sanctuary Operations	500	-

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 6)	Totals
	£	£	£
Sanctuary Operations	<u>1,770,211</u>	<u>31,898</u>	<u>1,802,109</u>

6. SUPPORT COSTS

	Other	Governance costs	Totals
	£	£	£
Sanctuary Operations	<u>24,830</u>	<u>7,068</u>	<u>31,898</u>

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2024 nor for the year ended 31 March 2023.

8. TANGIBLE FIXED ASSETS

	Freehold Land £	Sanctuary Improvements £	Plant, Equipment and Vehicles £	Totals £
COST				
At 1 April 2023	630,279	879,567	143,370	1,653,216
Additions	-	-	7,982	7,982
Disposals	-	-	(1,179)	(1,179)
At 31 March 2024	<u>630,279</u>	<u>879,567</u>	<u>150,173</u>	<u>1,660,019</u>
DEPRECIATION				
At 1 April 2023	-	421,631	93,292	514,923
Charge for year	-	45,766	14,246	60,012
Eliminated on disposal	-	-	(295)	(295)
At 31 March 2024	<u>-</u>	<u>467,397</u>	<u>107,243</u>	<u>574,640</u>
NET BOOK VALUE				
At 31 March 2024	<u>630,279</u>	<u>412,170</u>	<u>42,930</u>	<u>1,085,379</u>
At 31 March 2023	<u>630,279</u>	<u>457,936</u>	<u>50,078</u>	<u>1,138,293</u>

9. STOCKS

	31.3.24 £	31.3.23 £
Veterinary Stock	<u>17,005</u>	<u>17,940</u>

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24 £	31.3.23 £
Trade debtors	3,154	-
VAT Receivable	67,223	20,664
Prepayments and accrued income	<u>874,074</u>	<u>674,045</u>
	<u>944,451</u>	<u>694,709</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
for the Year Ended 31 March 2024

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Trade creditors	47,657	100,905
Taxation and social security	54,981	17,828
Other creditors	<u>36,979</u>	<u>99,710</u>
	<u>139,617</u>	<u>218,443</u>

12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	31.3.24	31.3.23
	£	£
Other creditors	<u>100,301</u>	<u>119,441</u>

13. LOANS

An analysis of the maturity of loans is given below:

	31.3.24	31.3.23
	£	£
Amounts falling due within one year on demand:		
Other loans	<u>20,000</u>	<u>20,000</u>
Amounts falling between one and two years:		
Other loans - 1-2 years	<u>100,301</u>	<u>119,441</u>

14. MOVEMENT IN FUNDS

	At 1.4.23	Net movement in funds	At 31.3.24
	£	£	£
Unrestricted funds			
General fund	1,826,570	181,651	2,008,221
Restricted funds			
Wildlife Facility Appeal	39,366	-	39,366
TOTAL FUNDS	<u>1,865,936</u>	<u>181,651</u>	<u>2,047,587</u>

14. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	2,304,402	(2,122,751)	181,651
	<u> </u>	<u> </u>	<u> </u>
TOTAL FUNDS	<u>2,304,402</u>	<u>(2,122,751)</u>	<u>181,651</u>

Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	At 31.3.23 £
Unrestricted funds			
General fund	1,172,155	654,415	1,826,570
Restricted funds			
Wildlife Facility Appeal	39,366	-	39,366
	<u> </u>	<u> </u>	<u> </u>
TOTAL FUNDS	<u>1,211,521</u>	<u>654,415</u>	<u>1,865,936</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	3,025,687	(2,371,272)	654,415
	<u> </u>	<u> </u>	<u> </u>
TOTAL FUNDS	<u>3,025,687</u>	<u>(2,371,272)</u>	<u>654,415</u>

14. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.22 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	1,172,155	836,066	2,008,221
Restricted funds			
Wildlife Facility Appeal	39,366	-	39,366
TOTAL FUNDS	<u>1,211,521</u>	<u>836,066</u>	<u>2,047,587</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	5,330,089	(4,494,023)	836,066
TOTAL FUNDS	<u>5,330,089</u>	<u>(4,494,023)</u>	<u>836,066</u>

15. RELATED PARTY DISCLOSURES

There were no related party transactions during the year.

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2024

	31.3.24 £	31.3.23 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	392,745	696,879
Legacies	<u>667,316</u>	<u>1,306,320</u>
	1,060,061	2,003,199
Other trading activities		
Charity Shop Turnover	1,243,546	1,015,322
Commission Income	<u>-</u>	<u>7,166</u>
	1,243,546	1,022,488
Charitable activities		
Grants	500	-
Other income		
Gain on sale of tangible fixed assets	<u>295</u>	<u>-</u>
Total incoming resources	2,304,402	3,025,687
EXPENDITURE		
Charitable activities		
Animal Welfare	100,290	135,112
Employee Costs	1,392,897	1,199,365
Depreciation	60,011	70,184
Utilities and Waste	60,640	103,663
Insurance and Business Rates	54,134	13,992
Professional Fees	40,586	52,282
Office Expenditure	57,119	82,552
Maintenance	-	42,782
Bank Charges	<u>4,534</u>	<u>2,184</u>
	1,770,211	1,702,116
Other		
Employee Costs	135	168,261
Rent, Rates and Insurance	229,944	263,992
Shops Maintenance	16,542	16,027
Warehousing Costs	-	212
Utilities and Waste Disposal	31,541	83,024
Motor Expenses	17,438	27,137
Carried forward	295,600	558,653

PACT

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
for the Year Ended 31 March 2024

	31.3.24 £	31.3.23 £
Other		
Brought forward	295,600	558,653
Telephone	3,319	8,059
Shop Petty Cash Expenses	-	11,344
Card and Banking Charges	10,708	10,853
Loan interest	<u>11,015</u>	<u>31,558</u>
	320,642	620,467
Support costs		
Other		
Fund Raising and Promotion	24,830	43,437
Governance costs		
Auditors' remuneration	<u>7,068</u>	<u>5,252</u>
Total resources expended	<u>2,122,751</u>	<u>2,371,272</u>
Net income	<u><u>181,651</u></u>	<u><u>654,415</u></u>

This page does not form part of the statutory financial statements