

PAUSE CREATING SPACE FOR CHANGE

England & Wales · Charity number 1170310

Details

Status	Registered
Legal form	Charitable company
Company number	09703298
Registered	2016-11-22
Register	View on the Charity Commission register

Contact

Address	Third Floor 87 Blackfriars Road London SE1 8HA
Phone	02030111949
Email	info@pause.org.uk
Website	www.pause.org.uk

Activities

Objects: 4.1 The Charity's objects ("Objects") are, for the public benefit: To prevent and relieve the suffering and hardship of children, and families in need, particularly but not exclusively in circumstances where a child is at risk of being removed from the parents' care by order of the courts due to risk of significant harm. To do so in particular but not exclusively through supporting the provision of a therapeutic relationship with a skilled practitioner providing advice, counselling and intense support to those who have experienced, or are at risk of repeatedly having, their children taken into care and by facilitating constructive relationships with those within their system including partners, family and professionals.

Activities: Pause works with women who have experienced, or are at risk of, repeat removals of children from their care. We aim to break this cycle and give women the opportunity to develop new skills and responses that can help them create a more positive future.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training
- **Who:** Other Defined Groups

Geography

- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,418,065	£2,626,799	£502,910	44
2024-03-31	£2,260,092	£2,501,852	£711,644	42
2023-03-31	£2,243,477	£2,456,176	£953,404	38
2022-03-31	£1,476,618	£2,537,321	£1,166,103	39
2021-03-31	£4,811,849	£4,983,328	£2,226,806	22

Trustees

Name	Role	Appointed
Fraye Lewis		2025-02-26
Geeta Manglani		2025-02-26
Grace Cheung		2025-02-26
Helen Causley		2022-02-21
Lara Patel		2022-02-21
Linda Burridge		2025-02-26
Lynn Roberts		2025-02-26
Monica Imbert		2025-02-26
Nicola Clemo		2025-02-26
PHILIPPA HILL		2016-09-30
Peter Gilheany		2022-02-21
Vicki Nash		2020-11-10

PAUSE CREATING SPACE FOR CHANGE

England & Wales - Charity number 1170310

Accounts



Pause creating space for change

Annual report and accounts

2024-25

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Why we're here

A large proportion of children entering care are from families who have previously had a child removed from their care. One in five care proceedings are recurrent, and almost half of all newborns subject to care proceedings were born to mothers who had previously gone through care proceedings regarding their older sibling.

Repeat removals though care proceedings are usually the result of a combination of issues.

Once a child has been removed, children's services have a statutory duty to safeguard the child and so the support follows the child. This can leave the mother struggling to cope with existing difficulties, while facing the additional trauma of losing a child, which can contribute to a vicious and damaging cycle.

We know that with the right support, this doesn't need to happen.

Mission

We work to improve the lives of women who have had – or are at risk of having – more than one child removed from their care, and the services and systems that affect them.

Vision

Our vision is of a society where women who experience the removal of children into care are given the best possible support, so that it never happens more than once.

"I think this support should be given to women who are in the process of losing children, rather than after. If I'd have had the help I have now, back then, I think it could have been avoided and things might be different today."
– Flo*, woman with experience of the Pause Programme.

*Name has been changed to protect privacy.

Our strategic priorities

- **Understand** more about how, why and where repeat removals happen.
- **Deliver** practice to those who have experienced or are at risk of repeat removals.
- **Learn** with and from people affected by repeat removals.
- **Influence** systems, policy and practice to prevent it happening more than once.

A message from our Chair and Chief Executive

2024 was a year of change for Pause — one which saw us apply our learning and experience in different ways, experiment with new service models, and grow in confidence in our work to influence improvements in policy and practice.

This year we began work to influence the Children's Wellbeing and Schools Bill to ensure the children's social care system better meets the needs of families. As part of this, women with experience of the Pause programme met and shared their stories with Department for Education advisors, which was undoubtedly impactful. As the Bill progresses through Parliament over the next year, our work to see the implementation of a statutory duty for local authorities to provide post-removal support will intensify.

In pursuit of our goal that no family experiences the removal of a child more than once, we have always been aware that we need to find ways to work earlier in the process and to support women before they are in the traumatic cycle of repeated pregnancies and removals. We took a significant step forward in that work this year as we expanded our REACH programme to run alongside the core Pause model.

Working in Doncaster and Knowsley, REACH Practitioners build powerful relationships that support young care leavers to create happier, healthier, safer lives and more hopeful futures. It has been exciting to hear from Practitioners and young women about the change that they are able to create together, and it is exciting to offer a preventative service.

This year also saw change at governance level. Our chair, Nat Sloane, came to the end of his term in February 2025, and three of our trustees stepped down. We are grateful for their service over the years. Vicki Nash, our vice chair, was appointed to the role from a strong field of candidates. We recruited six new trustees and are particularly pleased to have welcomed a woman with experience of the Pause programme onto the board. Each new trustee's diverse experiences, backgrounds and skills will help us navigate the challenges and opportunities on the horizon.

We made some practical changes, too, moving to a new office in Blackfriars Road and becoming tenants of The Fostering Network, a friend and partner in the children's services sector.

However, the energy and excitement that comes with change was tempered by one of the most difficult financial environments we have experienced. It has proven a huge challenge to sustain our vital service in many local authorities. During the year several local authorities decided they were unable to continue to fund their Practices and we were forced to close in Barking & Dagenham, Cumbria, Knowsley, Liverpool, Plymouth, Rotherham, and Wirral. In some cases, decisions were made at the very last minute, leaving staff anxious and uncertain for many

weeks. Of course, it is the women working with Pause who are impacted the most and the implications of these closures will continue to be felt by them in the months and years ahead. We know local authorities also feel the effect of losing Pause and have several examples of Practices that reopen within a couple of years of closing, when it becomes clear just how badly needed the service is.

This is not a sustainable or fair way to fund public services. It doesn't work for local authorities and organisations, and it especially doesn't work for the people being supported by services. Yet many charities, including Pause, are forced into working this way.

Despite these challenges, it is the resilient women who work with Pause that we continue to learn from. They are closely followed by the skilled and committed teams across the country and in the national office who work tirelessly to ride the highs and weather the lows of this work. We end the year in gratitude to them, to our partners, funders and others in our community who make our work possible.



Vicki Nash
Chair



Jules Hillier
Chief Executive

What we've delivered this year

2024-25 at a glance

The women we work with often have difficult, complicated lives and need different kinds of support. Of the women we worked with in 2024-25:

- 92%** have had mental health issues
- 89%** have or are experiencing domestic abuse
- 38%** have reported homelessness
- 41%** have reported alcohol use
- 60%** have reported substance use
- 86%** remain in contact with some of their children
- 58%** are care-experienced

Outcomes for women

During 2024-25, **328 women** completed the Pause Programme, who've had **1021 children** removed from their care. Of those women*:

- 81%** who needed support with their emotional wellbeing and resilience report improvements in this area
- 86%** who needed support with their physical and mental health report improvements in this area
- 81%** who needed support with managing loss report improvements in this area
- 83%** who needed support with their housing situation report improvements in this area
- 75%** who needed support with their relationships with their children report improvements in this area

*based on all women who completed Pause in 2024-25 who had a zero-month and 18-month assessment (which we call our progress tool), and who scored below six in each area at baseline.

"You can walk into the room with so much weight on your shoulders and leave feeling so much lighter." – a woman with experience of the Pause Programme.

In a woman's own words

I have worked with Pause since October 2018. I completed the programme and am currently a Pause ambassador. I was working voluntarily with my local Pause Practice, which has just closed due to lack of funding.

As part of working with Pause I was given a massive opportunity to go to 10 Downing Street to deliver our campaign Time to Deliver. My story with Pause will always be a massive part of me as if it wasn't for the organisation giving me the opportunity and time to be me and see who I really was, then maybe my story would have been different.

I am grateful for all the opportunities and time that I have been given working with Pause for the last seven years, and for many years to come. Change can only happen when women like me stand up and fight for the change.

Written by a woman with experience of the core Pause programme

Directly Delivered Practices

Pause has two models of Practice delivery. The majority are delivered by local authorities, or third sector providers, in close partnership with Pause and under the guidance of a membership agreement. Others are delivered directly by Pause, for which we receive grants from local authorities.

Of the 328 women who completed the Pause programme in 2024/25, 248 were in partner organisations, and 80 were in our own directly delivered frontline services.

For much of 2024/25, our directly delivered Practices operated with 26 employees across four locations, three of which worked across more than one local authority. In total, the directly delivered Practices covered seven local authorities.

Due to ongoing financial pressures within local authorities, our footprint of directly delivered Practices reduced heading into 2025/26. Unfortunately, Knowsley, Liverpool, and Wirral were unable to secure funding to continue the Pause core programme beyond March 2025. However, grant funding has been secured to launch REACH in Knowsley and Halton.

Campaigns and influencing

Our campaigning and influencing work aims to improve services and systems for women and their children. Over the last year we have made exciting progress.

1. **Improving the children's social care system to better meet the needs of families and end recurrent removals**

- Launched our #NeverMoreThanOnce virtual gallery, showcasing messages from more than 100 birth mothers working with Pause on the changes they want to see.
- Continued building relationships with the Department for Education to highlight the need to consider and support parents who have had children removed from their care.
 - Delivered a Teach-In session to 80 civil servants.
 - Hosted a visit with the Family Justice team who heard directly from women with experience of the Pause programme.
- Began work to influence the Children's Wellbeing and Schools Bill.
 - Our aim is to introduce a duty on local authorities to provide post-removal support to parents at risk of recurrent removals.
 - Advisory Group wrote a joint letter to Peers on the need for this amendment.
- Highlighted the importance of providing support to parents who have had children removed from their care to local authorities at a CoramBAAF Exploring Expertise event.
- Shared more on women's experiences of care proceedings.
- Shared more of our lessons on the role of post-removal support in reunification.
- Submitted responses to relevant government consultations that highlighted the need for investment in post-removal support services, ensuring children's social care policies consider the role and perspectives of parents who have had children removed from their care.

2. **Ensuring safe, supportive relationships between families and children can be built and maintained when a child is in care**

- Raised awareness of the need to recognise and support parents in kinship families.
 - Published a report on mothers' experiences of having children in kinship care.
 - Shared written evidence with the Education Select Committee.
 - Built relationships with key stakeholders like the Kinship Care Ambassador.
- Shared what we have learned about post-adoption contact to shape the recommendations for improved policy and practice.
 - Informed the Public Law Working Group's recommendations.

- Were part of Adoption England's Working Group developing the National Practice Standards for Contact.
3. **Eliminating the disadvantages which disproportionately affect families with experience of children's social care**
- Shared more about the impact of domestic abuse and child removal.
 - Published a reflection and learning overview.
 - Created a podcast episode.
 - Hosted a visit from the Domestic Abuse Commissioner, to hear directly from the women who work with Pause.
 - Shared more about the relationship between child removal and health inequalities.
 - Published a reflection and learning overview.
 - Wrote a joint paper on Premature Maternal Deaths with the Universities of Birmingham and Edinburgh.
 - Empowered women to vote in the 2024 General Election.
 - Created a guide to help them register to vote and apply for the appropriate ID.
 - Welcomed MPs at their local Pause Practices to hear from women about the issues impacting them.

Women's Involvement

Getting Involved

Each year, we provide opportunities for women who have experienced the Pause programme to take part in national activities and influence the work we do as a whole organisation. We call this our 'Getting Involved' programme. This year, 61 women took part in 65 activities across the Pause network. Their voices have helped shape everything we do.

Women were central to key developments and decisions:

- **Developed the 'More About You' booklet, part of our suite of materials that help us get to know women on the core Pause programme**, with one woman writing part of the introduction.
- **Met directly with decision-makers**, including the Domestic Abuse Commissioner and the Kinship Care Ambassador, to share their experiences and influence change.
- **Co-produced a new season of our podcast**, 'In a Mother's Mind', which focused on domestic abuse and kinship care experiences of women who have experienced the removal of a child.
- **Collaborated on creative projects**, including the #NeverMoreThanOnce gallery, which initiated meetings with MPs and national stakeholders.

- **Contributed to policy research and consultation responses**, ensuring women's experiences shape how services and systems evolve.

Through their involvement, women continue to tell us what matters most. Their insight is influencing how Pause and other organisations think, act, and advocate.

Advisory Group

This year we welcomed four new members, bringing the Advisory Group to a total of 14 women. The group plays a vital role in shaping Pause's work and decision-making.

Women have contributed to key decisions. They:

- **Shaped Pause's new strategy**, which will launch next year, as well as our influencing priorities and strategies.
- **Built sector connections.**
- **Developed practical guides**, for example, on how to register to vote.
- **Supported innovation at Pause.**

Women reported increased confidence, pride, and empowerment, knowing their voices are making a real difference.

Pause Ambassadors

This year, three new women joined as Pause ambassadors, bringing the group to a total of six members. They raise awareness of the challenges women face and use their lived experience to influence change across the system, helping to shape policy, practice, and national conversations.

This year, ambassadors have:

- **Worked with decision-makers**, meeting the Domestic Abuse Commissioner and Kinship Care Ambassador.
- **Spoke at the CoramBAAF conference**, helping to influence the development of a kinship local offer.
- **Presented nationally**, at the Adoption England webinar, sharing lived experience in order to inform practice.
- **Changed sector language**, helping move from "kinship carers and their children" to "kinship families."
- **Influenced national conversations** by keeping women's voices present with civil servants and partners, even when some planned work was delayed due to the General Election.

"I am able to confidently be in a room and speak to others about my experience. I also have an awareness of the different ways I can influence change locally, rather than letting the government decide what's best for us as women." - Pause Graduate and member of the Advisory Group.

"By getting involved with Pause, I have built confidence in speaking to others, even people I don't know. They've helped me be myself again, understand things better, and engage more easily with people or use a laptop with confidence — something I couldn't do before. And never once have I felt judged." – Pause Graduate & Ambassador.

"Helping to create the booklet was an amazing opportunity. I could support women going through the toughest time of their lives and show them that, with the right support from Pause, they can achieve anything they want. Hearing it from someone who has been where they are now and seeing how far I've come in three years with Pause's support, shows what is possible." - Pause Graduate & Ambassador.

Relate, Empower, Achieve, Compassion, Hope (REACH Programme)

REACH works with care experienced young women aged 16-21. This includes those who have already experienced the removal of a child and those who have not but are at risk. They are the young women the local authority is most worried about. During 2024-2025 we worked with 14 young women in Doncaster and Knowsley, all of whom are due to complete the programme in 2025.

The aim of the programme is to intervene earlier with young women who are at a high risk of repeat removals. The intended outcome of the programme is that young women will build firm foundations for the future, and be happier, healthier and safer. Work also takes place with professionals to share our learning and help them to think differently about their approach to working with young women who are care experienced.

"My confidence has increased, I started college, communications skills have got better – speaking to friends, family, and professionals. Better relationships with family, I have worked on professionals hearing my voice and being a part of decision making." - Young woman with experience of the REACH programme.

External training and consultancy

In 2024-2025, we delivered 12 training sessions to other organisations, sharing our learning and insights with nearly 300 participants.

Topics included:

- Exploring what works when supporting women separated from their children.
- Relationship-based practice.
- Working with women in care proceedings.
- Separation at birth.
- Maternal mental health.

Organisations we delivered to included:

- Local authorities.
- Housing services/providers.
- Specialist domestic abuse services.
- Probation.

Feedback quotes:

- "It's an area I've never had any training on before and is filling a huge gap in clients support needs when facing losing their child at birth."
- "This was the best course that I have ever been on, really interesting, straight forward and informative. Thank you."
- "This was an appropriate session which is really going to impact my work going forward. The trainer was very well equipped to deliver this session."

Average participant evaluation score of the sessions: 4.6/5

We completed bespoke scoping exercises in two local authorities, helping them to identify and understand the pattern and prevalence of repeated removals of children into care in their areas. Across the two areas, we identified 205 women who had had 678 children removed from their care. One of the areas is now operating a Pause Practice and the other is in the mobilisation stage.

Our continued commitment to anti-racism

In addition to maintaining our internal focus on becoming an anti-racist organisation, this year has seen us respond and support our teams with some of the difficult external environments in which they are living and working. Sometimes those challenges are obvious and traumatic, such as the terrible Southport attacks and the violent response which impacted many of the communities in which our teams live and work and which continue to reverberate across the country. Other times, this has been a lower-level, yet pervasive sense of fear and unease that comes through in both on - and offline experiences. Our regular anti racism meeting, always a source of support and a brave space for our teams to share and learn together, has become even more important as we face these difficulties.

In addition to that support for our people, some key themes have emerged in meetings during the year:

- **Women for whom English is not their first language** are particularly disadvantaged by the lack of planning and support for interpreters to support them in navigating the complex process and paperwork that accompanies their involvement with the family courts.
- **Supporting teams to tackle racism** when they experience it in the communities in which they work is vital. We have published a resource for Pause Practices, drawing on their experiences of tackling racist language and behaviours and sharing what they have learned from these in order to help others.
- There may be a particular barrier to accessing Pause and other services for **older women from Black and Brown communities**. We have questions about their visibility and whether they are not always being identified as needing Pause support.
- **It's vital that we understand the experience of women from Black and Brown communities** when they join Pause programmes. Maintaining our work to build training, discussion and resources to support anti-racist practice is essential.

In all these cases, we have investigated and addressed the issues that have arisen, reporting back to the anti-racism group as that work progresses. As a result, we have been able to improve our approaches and respond to the needs to women and Practitioners, continuing our work to become anti-racist.

Looking ahead

As we head into Pause's tenth anniversary year, we will have many opportunities to mark our first decade and celebrate the difference we have made, alongside women who have experienced the Pause and, more recently, the REACH programme. We will be looking at the impact of our work and use the insight we gain from it to continue to push for better systems and services for families.

The changes to children's social care, and particularly the Children's Wellbeing and Schools Bill, provide Pause with an unrivalled opportunity to influence national policy. Already, we are seeing the benefits of working in partnership with civil servants and other charities working in the sector, and next year we expect to focus on two important changes we want to see. Firstly, we would like all local authorities to collect data on the number of women who have experienced multiple removals of children from their care. If women are not visible to local authorities, they quickly fall through the cracks. Secondly, we would like to see a statutory duty on local authorities to provide support to all women who have experienced the removal of a child.

We will continue to deliver our work in practice, and to build on the early success of the REACH programme by working with more young care leavers. We will also build more opportunities for women to participate in our work through our Getting Involved programme, our Advisory Group and our Ambassadors programme, drawing on their vital experiences and their voices to effect change both at Pause and nationally.

It is important to acknowledge how difficult the economic and social environment is for people and that is why it is an essential element of our work that Pause provides a safe, supportive workplace in which staff can thrive. We will continue to make our people a priority and give them the tools and support they need to deliver the vital work they are so skilled at, whether in Practices or as part of our national team.

"If you have a child removed, you should be given support from Pause. There should be the same support available everywhere... If I'd received the support I received after my second child the first time around, it might never have happened again." – Woman with experience of the Pause Programme.

Administration and governance

Administrative matters

Company Registration Number: 09703298

Charity Registration Number: 1170310

Principal office

Third Floor
87 Blackfriars Road
London
SE1 8HA

Board of Trustees

The Directors of the charity are its Trustees for the purposes of charity law and throughout this report are collectively referred to as the Trustees. The Trustees during the year 2024-25 were:

Nat Sloane (Chair until February 2025, resigned February 2025)

Vicki Nash (Chair from February 2025)

Aideen Lee (resigned February 2025)

Helen Causley

Lara Patel

Nimal Jude (resigned February 2025)

Peter Gilheany

Philippa Hill (Treasurer)

Geeta Manglani (appointed February 2025)

Grace Cheung (appointed February 2025)

Monica Imbert (appointed February 2025)

Niki Clemo (appointed February 2025)

Lynn Roberts (appointed February 2025)

Linda Burrridge (appointed February 2025)

Frayar (appointed February 2025)

Senior Leadership Team

Jules Hillier, Chief Executive

Ellen Marks, Director of Practice & Learning

Kate Tilley, Director of Partnerships & Engagement

Solicitors

K&L Gates LLP, 1 New Change, London, EC4M 9AF

Russell-Cooke Solicitors, 2 Putney Hill, London, SW15 6AB

Auditors

Moore Kingston Smith, 9 Appold Street, London, EC2A 2AP

Bankers

Lloyds Bank plc, 25 Gresham Street, London, EC2V 7HN

Insurance brokers

Arthur J. Gallagher Insurance Brokers Limited, Spectrum Building, 55, Blythswood Street, Glasgow, G2 7AT

Governing document

Pause is a charitable company limited by guarantee. Its objectives are, for the public benefit:

- To prevent and relieve the suffering and hardship of children and families in need, particularly but not exclusively in circumstances where a child is at risk of being removed from the parents' care by order of the courts due to risk of significant harm.
- To do so in particular, but not exclusively, through supporting the provision of a therapeutic relationship with a skilled Practitioner providing advice, counselling and intense support to those who have experienced, or are at risk of repeatedly having, their children taken into care and by facilitating constructive relationships with those within their system including partners, family and professionals.

Financial review

Financial position

During the year 2024/25, Pause received income of £2,418,065 of which £330,974 was from traded income and £2,087,188 from trusts and grants. Pause incurred £2,626,799 expenditure in the year, of which £1,011,905 related to delivery of the programme in seven areas: Halton, Knowsley, Liverpool, Wirral, North Somerset, South Gloucestershire and Stoke-on-Trent. This resulted in a planned deficit of £208,734. At the end of the year 2024/25, Pause carried forward £14,167 in restricted reserves and £488,743 in unrestricted reserves. This deficit was budgeted and approved by the board as part of a considered spend of reserves..

Reserves policy

The purpose of the General Fund Policy for Pause (the Reserves policy) is to ensure the stability of the mission, programmes, employment of staff and ongoing operations of the organisation. Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. Pause's reserves policy requires maintaining the equivalent of three months of operating costs. In 2024/2025, this equated to £656,699, a figure which includes £252,976 of costs covered by restricted funds, leaving £403,723 of unrestricted operating costs. In addition, the reserves should cover any contracts and ongoing costs for which Pause would be liable should Pause cease. At the end of March 2025, Pause held £488,743 of unrestricted funds which is sufficient and therefore falls within the reserves policy.

Risks and uncertainties

Pause maintains a risk register which is updated by the Leadership Team and is reviewed by the Trustees on a regular basis. The Risk Register has four sections: Financial, Operational, External and Governance. The Risk and Finance Committee has oversight of all strategic organisational risk and reviews the full Risk Register at every meeting. The Board of Trustees is given a report on current risk issues affecting the organisation at each meeting.

During the period of reporting, the key risks considered by the Trustees related to:

- A slowing of growth due to increased financial pressures in local areas and a longer approval process for Practices to open. The cost-of-living pressures and inflation are putting increasing pressures on local areas as well.
- The impact of a reduction in income. Pause has an income generation strategy and sustainability plan for Practices and will focus on securing income from a range of funders in the coming years.
- The effect on Pause Practices failing to demonstrate their impact and value. Much of the support of the national team is focused around demonstrating this for Practices,

particularly through the collection of evidence of outcomes, insight to women's experience of Pause's work and the calculation of cost benefit at a local level. It remains a risk to Pause that even when the impact – individual, financial and organisational - of the work is powerfully demonstrated, some local authorities are still not able to sustain the funding.

- Safeguarding risk. Practices delivered directly by Pause are subject to Pause's rigorous safeguarding policies which are regularly reviewed and overseen by the Practice Committee. Pause Practices hosted by partners follow their local partner's safeguarding policy.

Although the Pause financial position is reasonably stable, it is important to understand the longer-term financial risk facing the organisation. The Trustees and Risk and Finance Committee regularly review this risk and keep a focus on income generation and projected cash flows. It continues to be vital to monitor Practices and collect data that will provide assurance of quality and fidelity to the model.

Structure, governance and management

Structure

Pause is a company limited by guarantee and a registered charity governed by a memorandum and articles of association. The usual service model is that through formal arrangements with delivery partners, often local authorities but also sometimes other voluntary sector bodies, Pause delivers Pause Practices. Delivery partners must sign a Practice Agreement, committing them to working within the Pause Framework. Pause employs a national team - led by the Chief Executive who reports to the Board of Trustees - and also directly delivers three Pause Practices.

Governance

Nat Sloane chaired the board until the AGM in February 2025 when his term ended. Vicki Nash, previously vice chair, was appointed chair at that point following an open and competitive recruitment process.

The Board meets at least four times per year. The Board has four committees which focus on key aspects of performance and make recommendations to the main board. These are:

- Practice Committee
- Risk and Finance Committee
- Development Committee
- Direct Delivery Committee

Trustees carry out a skills audit on an annual basis and use the results to identify key gaps. Once this is done, if necessary, a search is undertaken for appropriate Trustees to fill any gaps. The Board appoints Trustees directly.

In November 2024, through an open and transparent process that generated a high-quality response, Pause recruited six new trustees to build the capacity, skills and experience now reflected on the board. The new trustees undertook a tailored induction programme intended to give them an understanding of the role of Trustee, the work of the organisation and any particular information appropriate for their specific role. Throughout the year, when possible, Trustees are given opportunities to visit Practices and meet with staff and women with experience of the Pause Programme.

Management

The Board of Trustees delegates operational management of the charity to the Chief Executive with a scheme of delegation outlined in the governance policies. The Pause Leadership Team consists of the Chief Executive, the Director of Practice & Learning and the Director of Partnerships & Engagement. Each leads a team of staff.

Pay is set for Pause staff through a process of benchmarking against other organisations and within the organisation. The Board considers staff pay and reviews the pay policy on at least an annual basis.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Pause Creating Space for Change 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) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

Company law requires Trustees to prepare financial statements for each financial period which 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 the 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.
- State whether applicable UK 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy, at any time, the financial position of the charitable 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 taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on 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. This report has been prepared in accordance with the special provisions of Section 381 of the Companies Act 2006 relating to small companies.

By order of the Board of Trustees

A handwritten signature in dark ink, appearing to read 'V.M. Nash', with a stylized flourish at the end.

Vicki Nash (Chair)

27 November 2025

Independent auditor's report to the members of Pause

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PAUSE CREATING SPACE FOR CHANGE

Opinion

We have audited the financial statements of Pause Creating Space for Change ('the company') for the year ended 31 March 2025 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, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 21, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Our approach was as follows:

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

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

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other

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

Date: 11 December 2025

Moore Kingston Smith LLP

Luke Holt (Senior Statutory Auditor)

for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

6th Floor

9 Appold Street

London

EC1A 2AP

Financial report

Statement of financial activities for the year ended 31 March 2025

				Year to 31 March 2025	Year to 31 March 2024
	Note	Unrestricted £	Restricted £	Total £	Total £
Income from					
Grants/Donations	2	422,211	1,664,907	2,087,118	1,856,485
Charitable activities		330,947	-	330,947	403,607
Total Income		<u>753,158</u>	<u>1,664,907</u>	<u>2,418,065</u>	<u>2,260,092</u>
Expenditure on					
Charitable Activities	3	859,598	1,767,201	2,626,799	2,501,852
Total Expenditure		<u>859,598</u>	<u>1,767,201</u>	<u>2,626,799</u>	<u>2,501,852</u>
Net (expenditure) / income		<u>(106,440)</u>	<u>(102,294)</u>	<u>(208,734)</u>	<u>(241,760)</u>
Total funds brought forward		595,183	116,461	711,644	953,404
Total Funds Carried Forward		<u>488,743</u>	<u>14,167</u>	<u>502,910</u>	<u>711,644</u>

Balance Sheet as of 31 March 2025

	Note	2025 £	2024 £
Current assets			
Debtors	7	276,517	263,323
Cash at bank and in hand		<u>362,714</u>	<u>896,049</u>
		639,231	1,159,372
Creditors	8	<u>(136,321)</u>	<u>(447,728)</u>
Net Current Assets		502,910	711,644
Net assets		<u><u>502,910</u></u>	<u><u>711,644</u></u>
Capital and Reserves			
Restricted funds	11	14,167	116,461
General funds		488,743	595,183
Total funds carried forward		<u><u>502,910</u></u>	<u><u>711,644</u></u>

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

Approved by the trustees on 27 November 2025 and signed on their behalf by:

V Nash (Chair)

V.M. Nash

Statement of cash flows for the year ended 31 March 2025

	2025 £	2024 £
Cash Flows from operating activities		
<i>Net cash provided by / (used in) operating activities</i>	(533,335)	169,430
<i>Change in cash in the reporting period</i>	(533,335)	169,430
Cash at the beginning of the reporting period	896,049	726,619
Cash at the end of the reporting period	<u>362,714</u>	<u>896,049</u>
Net (expenditure) for the reporting period (as per the statement of financial activities)	(208,734)	(241,760)
Adjustments For:		
Decrease / (increase) in debtors	(13,194)	34,423
Increase/ (decrease) in creditors	<u>(311,407)</u>	<u>376,767</u>
Net cash provided by / (used in) operating activities	(533,335)	169,430
Cash and cash equivalents at the beginning of the year	896,049	726,619
Cash and cash equivalents at the end of the year	<u>362,714</u>	<u>896,049</u>
Cash and cash equivalents consists of:		
Cash at bank and in hand	<u>362,714</u>	<u>896,049</u>

Notes to the financial statements for the year ended 31 March 2025

1. Accounting Policies

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the 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 (FRS 102) (effective 1 January 2015). The Charity is a public benefit entity as defined by FRS 102.

Basis of Accounting

The financial statements are prepared under the historical cost convention and in accordance with applicable accounting standards. All incoming and outgoing resources are dealt with on the accruals basis, unless otherwise stated below. The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

Income

Voluntary income, including grants, is recognised in the period in which the charitable company is entitled to receipt, there is a probability of receipt, and the amount can be measured reliably.

Income from charitable activities is recognised as earned.

Going Concern Basis

The Trustees have assessed whether the use of the going concern basis is appropriate and have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties.

Expenditure Allocation

The directors have allocated staff costs on the basis of the amount of time spent by each member of staff in each area of activity of the charity.

Governance Costs

Governance costs relate to the direct costs associated with the constitutional and statutory requirements of the charitable company and include the costs of external audit, secretariat and other constitutional related costs.

Pension Scheme Arrangements

This scheme is with the People's Pension and Pause contributes six percent employer contributions to all staff.

Funds

Unrestricted Funds – These are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Restricted Funds – These are funds which are to be used for specific purposes, as laid down by the donor.

Notes to the financial statements (continued)

1. Accounting Policies (continued)

Judgements and Estimates

In application of the Charity's accounting policies, the board is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions which are believed to have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities in the current or prior period.

Financial Instruments

Debtors and creditors receivable or payable within one year of the reporting date are carried initially at their transaction price and subsequently at settlement value. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

Direct costs

These relate to costs directly attributed to the delivery of key projects.

Support Costs

Support costs are those costs which do not relate to a single activity or project. These include some salary costs.

Cash and Cash Equivalents

Cash and cash equivalents include cash at bank and in hand and short-term deposits with a maturity date of three months or less.

Employee Benefits

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

Notes to the financial statements (continued)

2. Voluntary income

Unrestricted £	Restricted £	2025 Total £	2024 Total £
422,211	1,664,907	2,087,118	1,856,485

Income from grants and donations was £1,856,485 (2024: £1,856,485) of which £289,782 (2024: £289,782) was attributable to unrestricted funds and £1,566,703 (2024: £1,566,703) was attributable to restricted funds.

There are no un-fulfilled conditions attached to any of the government grant funding included above.

3. Expenditure on Charitable Activities

	Direct Costs £	Support Costs £	2025 Total £	2024 Total £
National team	560,017	1,054,877	1,614,894	1,691,762
Pause Practices (directly delivered)	1,011,905	-	1,011,905	810,090
Support costs	1,054,877	(1,054,877)	-	-
	2,626,799	-	2,626,799	2,501,852

4. Support Costs

	2025 £	2024 £
Governance costs:		
Auditor fees:		
Audit fee for the year	18,606	17,550
Underaccrual of audit fee for the prior year	51	3,000
Trustee expenses	227	213
	18,884	20,763
Other support costs		
Salary costs	725,784	830,417
Other staff costs	58,985	33,551
Rent & rates	101,863	84,047
Insurance	15,786	7,430
IT Equipment, support & phones	21,962	39,790
Office costs	19,689	6,426
HR & finance	42,493	21,038
Quality assurance	49,431	44,712
	1,054,877	1,088,174

Notes to the financial statements (continued)

5. Staff Costs and Key Management Personnel

	2025 £	2024 £
Salaries	1,783,897	1,736,332
Social Security	191,378	189,179
Pensions	107,318	105,047
Recruitment Costs	9,118	3,897
Redundancy Costs	17,988	-
	<u>2,109,699</u>	<u>2,034,455</u>

The number of employees earning £60,000 in the year or more (exclusive of employer pensions and employer National Insurance contributions) was:

	2025 No.	2024 No.
£60,000 - £70,000	-	2
£70,000 - £80,000	2	-
£90,000 - £100,000	<u>1</u>	<u>1</u>

Key management personnel

The key management personnel comprise the trustees (who are not remunerated), the Chief Executive and the Senior Leadership Team. The total employee benefits including employer pension contributions and employer national insurance contributions of the key management personnel were £276,153 (2024: £274,263).

Trustee expenses

The members of the Trustee Board received no remuneration in relation to fulfilling their role as Trustees (2024: £Nil). Expenses for travel reimbursed to 3 Trustees amounted to £227 (2024: £213)

6. Staff Numbers

The average monthly head count was 44 staff (2024: 42 staff).

Department	2025	2024
Executive and Operations	5	4
Practice and Learning	7	8
Partnership and Engagement	7	5
Liverpool & Wirral	15	14
North Somerset and South Gloucestershire	5	3
Stoke	5	1
Business Development	-	7
	<u>44</u>	<u>42</u>

Notes to the financial statements (continued)

7. Debtors

	2025 £	2024 £
Trade debtors	203,232	204,509
Prepayments	29,989	11,784
Accrued income	41,650	46,156
Other debtors	1,646	874
	<u>276,517</u>	<u>263,323</u>

8. Creditors

	2025 £	2024 £
Trade creditors	12,322	3,807
Accruals	28,831	51,783
Deferred income	-	300,575
Other creditors	31,868	8,984
Taxation & Social Security	43,736	53,444
VAT	6,492	13,761
Pensions	13,072	15,374
	<u>136,321</u>	<u>447,728</u>

9. Deferred Income

Deferred income of £Nil (2024: £300,575) is made up of local authority grant payments made in advance.

Notes to the financial statements (continued)

10. Provision for liabilities

Included in other creditors is a provision for dilapidations.

	2025	2024
	£	£
Balance at the beginning of the year	-	-
Charge for the year	25,000	-
Balance at the end of the year	<u>25,000</u>	<u>-</u>

11. Funds

	1 April 2024	Income	Expenditure	Transfers	31 March 2025
	£	£	£	£	£
Restricted funds					
Halton & Knowsley		317,345	(317,345)	-	-
Liverpool & Wirral	-	535,258	(535,258)	-	-
North Somerset and South Gloucestershire	-	270,948	(270,948)	-	-
Stoke	87,294	293,056	(366,183)	-	14,167
i. Directly Delivered Practices	87,294	1,416,607	(1,489,734)	-	14,167
ii. My Mind and Me	-	83,300	(83,300)	-	-
iii. REACH	29,167	115,000	(144,167)	-	-
iv. Influencing work	-	50,000	(50,000)	-	-
Total restricted funds	<u>116,461</u>	<u>1,664,907</u>	<u>(1,767,201)</u>	<u>-</u>	<u>14,167</u>
Unrestricted funds					
General unrestricted funds	595,183	753,158	(859,598)	-	488,743
Total funds	<u>711,644</u>	<u>2,418,065</u>	<u>(2,626,799)</u>	<u>-</u>	<u>502,910</u>

Description of funds

i. Directly Delivered Practices

Funding primarily from local authorities to deliver Pause Programmes in specific local authority areas.

ii. My Mind and Me

Funding to support the development and testing of a mental health intervention with women on the Pause Programme.

iii. REACH

Funding to pilot an intervention working with younger care leavers at risk of future removals of children from their care.

iv. Influencing work

Funding towards core costs supporting influencing work.

Notes to the financial statements (continued)

12. Taxation

The company is a registered charity and does not undertake non-charitable activities and is entitled to tax exemption by the HM Revenue and Customs.

13. Capital

Pause Creating Space for Change is a company limited by guarantee. In the event of a winding up of the charitable company the Members' individual liability is restricted to an amount not exceeding £10.

14. Related Party Transactions

Trustee expenses reimbursed are set out in Note 5. There were no other related party transactions in the year or the prior year.

15. Net Assets Between Funds

As at 31 March 2025:

	Unrestricted £	Restricted £	Total £
Net current assets	488,743	14,167	502,910
Net assets at the end of the year	<u>488,743</u>	<u>14,167</u>	<u>502,910</u>

As at 31 March 2024:

	Unrestricted £	Restricted £	Total £
Net current assets	595,183	116,461	711,644
Net assets at the end of the year	<u>595,183</u>	<u>116,461</u>	<u>711,644</u>

16. Operating Lease Commitments

At the reporting end date the charity had the following future minimum lease payments under non-cancellable operating leases (all for property) which fall due as follows:

	2025 £	2024 £
Less than 1 year	37,800	73,138
Between 1 and 5 years	<u>63,000</u>	<u>54,853</u>
	<u>100,800</u>	<u>127,991</u>

PAUSE CREATING SPACE FOR CHANGE

England & Wales - Charity number 1170310

Accounts



Pause Creating Space for Change (limited by guarantee)

Annual Report and Accounts

2023/24

Financial statements for the year end 31 March 2024

Pause Creating Space for Change

Company Registration Number: 09703298

Charity Registration Number: 1170310

Scottish Charity Registration Number: SC049817





paaise
creating space
for change



Annual report and accounts

2023 - 2024



About Pause

Pause is a national charity working to improve the lives of women who have had - or are at risk of having - more than one child removed from their care, and the services and systems that affect them and their families. We want to make sure that women who experience or are at risk of the removal of children into care are given the best possible support, so that it never happens more than once.

“Pause has built a relationship with me; no other service has done that. I have never felt judged or looked down on.”

– Steph*, a woman with experience of the Pause Programme.

Pause Practices work directly with women who have had children removed from their care and deliver an 18-month programme of support. Our practice model is centred around an intensive, supportive and trusting relationship between a woman and their Pause Practitioner, who work together to build strong foundations for the future.

As of August 2024, there are 19 Pause Practices, covering 24 local authority areas across England.

pause.org.uk
info@pause.org.uk
X @PauseOrg

Some notes on this document

- At Pause, we aim to create communication outputs that are inclusive and easy to read. This document was proofread by a woman with experience of the Pause Programme and changes were made to improve its accessibility.
- All women’s names in this document have been changed to protect their and their children’s anonymity.

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Why we're here

The rates of children entering care are rising. A large proportion of these children are from families who have previously had a child removed from their care:

- **One in five** care proceedings are recurrent proceedings;
- **Almost half** of all newborns who are subject to care proceedings were born to mothers who had previously gone through care proceedings regarding their older sibling.

Repeated removals through care proceedings are usually the result of a combination of issues.

Once a child has been removed, children's services has a statutory duty to safeguard the child and so the support follows the child. This can leave the birth mother struggling to cope with existing difficulties, while facing the additional trauma of losing a child, which can contribute to a vicious and damaging cycle.

We know that with the right support, this doesn't need to happen.

Mission

We work to improve the lives of women who have had – or are at risk of having – more than one child removed from their care, and the services and systems that affect them.

Vision

Our vision is of a society where women who experience the removal of children into care are given the best possible support, so that it never happens more than once.

Our strategic priorities



Understand

more about how, why and where repeat removals happen.



Deliver

practice to those who have experienced or are at risk of repeat removals.



Learn

with and from people affected by repeat removals.



Influence

systems, policy and practice to prevent it happening more than once.



A message from our Chair and Chief Executive

It was a year of highs and lows for Pause. One of impact, innovation and creativity, which inspired and energised in equal measure. This was matched by the frustration and anxiety of another year that saw funding and support for growth increasingly harder to come by.

Following the success of directly delivering our own services in the Liverpool City Region, we opened a new practice in Stoke-on-Trent and took on the delivery of existing services in North Somerset and South Gloucestershire. Employing skilled practitioners through the direct delivery model has given us even greater insight into - and energy for - this work.

However, the year was not without losses. Our practices in Bristol, Northamptonshire, Southampton and Worcestershire closed. Despite delivering vital services, achieving exceptional outcomes and being well supported by our partner local authorities, they were simply not able to continue due to funding. In Durham and Somerset, after several years of delivering the Pause Programme, the local authorities decided to deliver the service differently. While we are sad to lose them from the Pause network, we value that women in these areas will continue to receive much needed support.

Our loss was not restricted to practices. In March 2024, to our enormous sadness, Katherine Gieve, one of Pause's founding Trustees, died. Having spent an impressive career in family law, Katherine understood the challenges faced by women going through care proceedings and was a passionate advocate for Pause. She was always keen to listen carefully to their experiences and fight for change. We were pleased to be able to send her a recorded tribute celebrating her contribution to Pause, which included the voices of women.

Responding to that, she emailed:

"I particularly liked to hear the voices of the two Pause women. These were my clients over many years. They waited too long for a Pause [Practice] but I am so pleased to have worked with you on Pause when it came and to have witnessed the way it has transformed their lives."

Katherine will be greatly missed by all of us who were fortunate enough to work with her.

Despite these challenges, we have much to celebrate, particularly when it comes to the work we are doing to amplify women's voices, as part of influencing policy and practice. We launched a second series of our powerful co-produced podcast series, *In a Mothers Mind*. We also continued to use the extraordinary play, *Lasagna*, as a training resource. We brought our ambitions for policy change together in our *Never More than Once* report, outlining our key recommendations for change to achieve our vision that no family experiences the removal of a child more than once.

At the heart of this busy, demanding year, in which Pause continued to make a huge difference to women who have experienced repeat removals, was a passionate group of staff. Their positive, adaptable and reflective approach leads to the continual development of the organisation. We are extremely grateful to them, our Trustees, partners and funders for their faith in Pause and their contribution to another extraordinary year.

Nat Sloane
Chair

Jules Hillier
Chief Executive



What we've delivered this year

2023-24 at a glance

During 2023-24, **280 women** completed the Pause Programme, who'd had **over 860 children** removed from their care. Of those women:



experienced **mental health issues**



were **care-experienced**



had been subject to **domestic abuse**



reported **alcohol misuse**

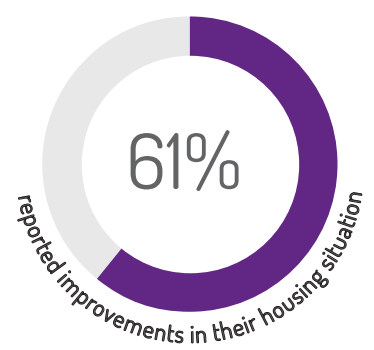
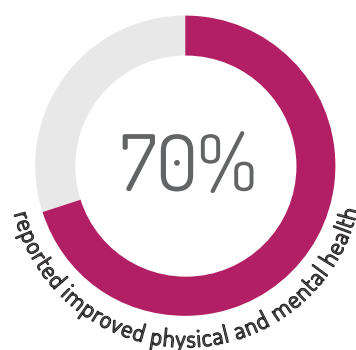
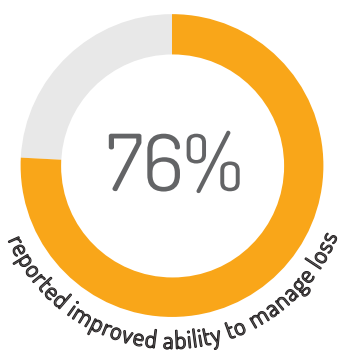


reported **drug use**



had experienced **homelessness**

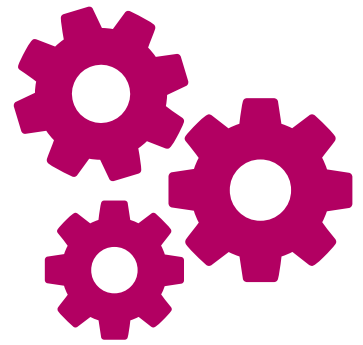
After completing the 18-month Pause Programme:*



*This data is based on women who completed Pause in 2023-24, who had a 0-month and an 18-month progress tool.



2023-24 at a glance (continued)



88%

of women we worked with in 2023-24 were in contact with some of their children.



61%

of women reported improved relationships with their children on completing the Pause Programme.



Pause has helped me to come out of my shell, mix with other people and start friendships. Pause made me realise my worth, which gave me confidence to start chasing my dreams and apply to college to start a career for myself. I felt like I had been locked away from the world when I had nobody to help and then I lost sight of who I was and what I wanted. By having someone to listen to me, take me out into the real world and cheer me on, I got a lot more confidence in my own skin and I feel ready to start new challenges in my life.



- Mina*, a woman with experience of the Pause Programme.



In a woman's own words

How Michelle helped me

When I met Michelle, my Pause Practitioner, I was at a low point in my life again. I'd just had my fourth child taken into care of family. I'd just come out of a thirteen-year relationship of domestic abuse and was living in a hotel. I was working with the social worker and housing to get a new place to live. When I got a place, Michelle helped me to get furniture, as I had none. I had low confidence and was anxious all the time.

Michelle has helped me come out of my shell. I did videos for Pause, which helped my confidence. I got my nails done, went to a pantomime and I've been bowling – which I would never have done otherwise. I never used to think of myself or put myself first, whereas now I do (apart from my children, they will always be first).

My life was so disorganised. Now I have everything organised. My properties were always a mess, but now I have a healthier cleaning routine. I pay all my bills and am in the process of paying off my debts.

Instead of having a negative outlook on life, I now have a positive outlook. Before Pause, my mental health was pretty bad. Now I am more positive and have a better lifestyle. My mental health hasn't been as dark.

If it wasn't for Michelle or Pause, I would probably be back on the drink (I am three years sober, also thanks to Change Grow Live). If it wasn't for Michelle or Pause, I wouldn't be the better person or better parent that I am today.

Written by Anita*, a woman working with Pause Halton & Knowsley.





Directly delivered practices

Pause's direct delivery of practices has grown significantly this year. We now have **26 employees working across four practices, three of which are regional models**. In total, our directly delivered practices cover seven local authorities:

- Halton & Knowsley
- Liverpool & Wirral
- North Somerset & South Gloucestershire
- Stoke-on-Trent.

We have done considerable work in 2023/24 to standardise processes and embed policies, to ensure a consistent approach across the four practices. The teams are brought together regularly throughout the year to share skills and expertise and to foster a sense of belonging and connection.



These are women who have had an open status at any point during 2023/24.



Campaigns and influencing

Through our campaigns and influencing work at both a local and national level, we aim to improve services and systems for women and their children. Our influencing 'asks' fall into three categories:

1.

Improving the policies and practice of children's social care.

- Published our Never More Than Once report.
- Met with key decision-makers, including the cross-government lead for care leavers.
- Hosted a webinar to share our evidence on the need to provide post-removal support to women.
- Encouraged women to share their voices by getting involved in communications and campaign activities.

2.

Improving relationships for families.

- Organised a visit from the Department for Education's Kinship team to a Pause Practice, where they heard directly from women about the challenges of kinship care and post-adoption contact.
- Continued building relationships with key stakeholders in the sector.

3.

Improving wider societal issues that impact the women that Pause works with.

- Welcomed MPs at their local Pause Practices, to hear from women about issues affecting them.
- Responded to government consultations on health and children's social care policy.
- Hosted a webinar on the housing challenges of women we work with.
- Presented findings on Expert Witness assessments – from our Set Up to Fail report – to Family Law Reform Now.



Women's involvement

Getting Involved

This year 82 women got involved in 63 activities. Women have continued to shape Pause's work and direction as an organisation by:

- **Co-producing a new season of our podcast,** In a Mother's Mind, which focused on the housing issues faced by women who have had children removed
- **Engaging with key stakeholders,** including CoramBAAF, the Department for Education and Adoption UK
- **Helping to create resources,** such as videos and leaflets
- **Telling us what matters most to them,** through a network-wide craft project
- **Amplifying their voices,** by writing blog posts and items for our newsletters

“

Working alongside other incredibly strong women with powerful stories, and sharing my own story, has been so empowering to me. I am honoured to have been involved in the production of the podcast episodes.

”

- Maeve*, a woman with experience of the Pause Programme.

Advisory Group

This year, we recruited and inducted seven new Advisory Group members. The group has contributed to Pause's decision making by:

- Shaping Pause's new strategy
- Shaping our influencing priorities and approaches
- Supporting us to think about how we capture data about women and innovations in how Pause works

Through their involvement with the Advisory Group, women have reported increased confidence levels and feeling empowered about being involved in creating change.

“

I wouldn't be where I am if I didn't join the advisory group nearly three years ago. I am more confident, less anxious, and I can even travel to London on my own.

”

- Erika*, a member of the Pause Advisory Group.



Pause Ambassadors

The Pause Ambassadors are a group of women who have completed the Pause Programme. They advocate for and raise awareness of Pause as an organisation, and the issues affecting women who've had children removed.

Since the group was established in August 2023, they have:

- **Met with the DfE** to talk about kinship care and the need for improvements to the current system
- **Met with funders and supporters** of Pause to share the challenges women face and the impact of the Pause Programme
- **Helped us secure funding** to continue reaching more women

“

On a personal level, I've got more confidence... I feel like I'm actually making impact [...] it feels amazing and gives me purpose. I have a sense of purpose to make something good to come out of my bad experience.

”

- Cherise*, a Pause Ambassador.





Intervening Earlier programme

Our learning has shown that Pause has the greatest impact on young women and care-experienced women and that the Pause model could be used earlier, before women get caught in a cycle of repeat removals. Using this evidence, we have developed a new programme, Intervening Earlier, offering support to young women aged 16+ who have experience of the care system. This includes those who have already experienced the removal of a child and those who have not but are at risk.

The aim of the programme is to support women to build firm foundations for the future, be happy, healthy and make informed choices about their lives.

During 2023-24, we set up **two pilot sites in Doncaster and Knowsley, for our new intervening earlier programme and have worked with 14 young women.**

“

I think this support should be given to women who are in the process of losing children, rather than after. If I'd have had the help I have now, back then, I think it could have been avoided and things might be different today.

”

- Flo*, a woman with experience of the Pause Programme.

External training and consultancy

In 2023-24, we **delivered 11 training sessions to other organisations**, sharing our learning and insights **with over 200 participants** on topics including relationship-based practice, maternal mental health, separation at birth and working with women going through care proceedings.

We completed bespoke scoping exercises in two local authorities, helping them to identify and understand the pattern and prevalence of repeated removals of children into care in their areas.

“

It reinforced my understanding of how to effectively engage and work with people involved in care proceedings. The trainers were compassionate, knowledgeable and inspiring.

”

- Feedback from a participant.



Our continued commitment to anti-racism

It is now three years since Pause began its work towards becoming an anti-racist organisation. A great deal has been undertaken across the network during this time to create change. We recognise that this work will never be 'completed' but that Pause will continue to evolve and develop. We also recognise that there is still a lot of work to be done.

In our review of the work this year, people report feeling more confident and comfortable having conversations about race, and proud to work in an environment where safe discussions about race are encouraged. In some parts of the network, it feels like progress has moved beyond conversations and real impact and change has come about as a result of the bravery and confidence that has been engendered.

Although we can be pleased that **85% of practices have become engaged in our anti-racism work, we must strive for that to be 100%**. In addition, there is a spectrum of

involvement, with some people and practices being highly engaged, actively challenging racism and creating change, while others tend to be more observational. Our goal is for all practices and the national team to be fully engaged in this work. This universal involvement must be a priority.

To support this, practices have asked for more support and more resources to help them tackle racism when they experience it. We have strong case studies and examples of where this work has been skilfully and effectively managed and we must get better at sharing that and supporting others to challenge.

Increasingly, we are gaining insight to the impact of the intersections between race and other aspects of identity. We want to learn more about these and are considering how best to ensure our approach incorporates different aspects of identity, without losing the vital focus on anti-racism to which we are committed.



Looking ahead

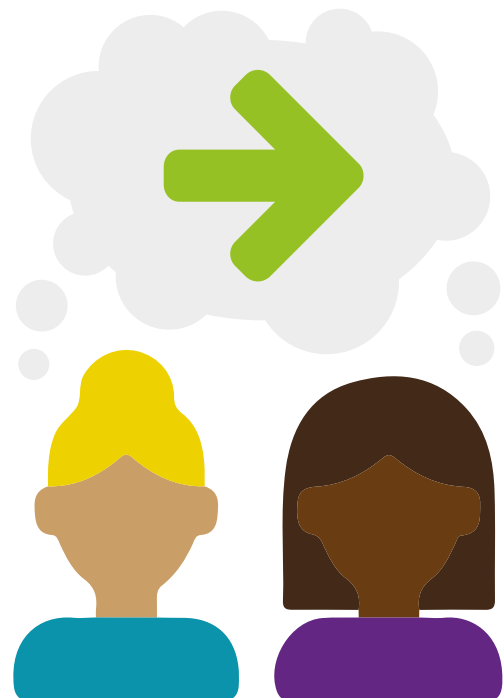
Moving towards our new strategy

As we approach the end of our current strategic plan, spanning from 2020 to 2025, we will start developing a new strategy. We will follow an open and collaborative process, involving all of Pause's employees, the wider Pause network, the Advisory Group and our Board of Trustees, to help us achieve our vision of no family experiencing the removal of a child more than once.

In 2024-25, we will continue to:

- **Provide a programme of support** to our network of practices and deliver quality services directly to women
- **Continue to listen to and learn from women** who have experienced the removal of children into care
- **Influence government policy** on children's social care reform and relationships with children, as well as collaborate with wider stakeholders to build stronger sector-wide alliances
- **Test new, innovative approaches**, to prevent removals happening more than once, including working with younger women who have care-experience and delivering psycho-educative group sessions to women on the Pause Programme

- **Strengthen women's involvement across the network**, with a particular focus on governance
- **Prioritise wellbeing**, to ensure our workforce is happy and healthy
- **Develop our anti-racism work** and engage the whole network in furthering this





Administration and governance

Administrative matters

Company Registration Number: 09703298

Charity Registration Number: 1170310

Principal office

Third floor, 87 Blackfriars Road, London, SE1 8HA

Board of Trustees

The Directors of the charity are its Trustees for the purposes of charity law and throughout this report are collectively referred to as the Trustees. The Trustees during the year 2023-24 were:

Nat Sloane (Chair)

Vicki Nash (Vice Chair)

Aideen Lee (Chair of Development Committee)

Helen Causley

Katherine Gieve (resigned February 2024)

Khatun Sapnara (resigned November 2023)

Lara Patel

Nimal Jude

Peter Gilheany

Philippa Hill (Treasurer & Chair of Risk and Finance Committee)

Senior Leadership Team

Jules Hillier, Chief Executive

Ellen Marks, Director of Practice & Learning

Kate Tilley, Director of Partnerships & Engagement

Solicitors

K&L Gates LLP, 1 New Change, London, EC4M 9AF

Russell-Cooke Solicitors, 2 Putney Hill, London, SW15 6AB

Auditors

Moore Kingston Smith, 9 Appold Street, London, EC2A 2AP

Bankers

Lloyds Bank plc, 25 Gresham Street, London, EC2V 7HN

Insurance brokers

Arthur J. Gallagher Insurance Brokers Limited, Spectrum Building, 55, Blythswood Street, Glasgow, G2 7AT

Governing document

Pause is a charitable company limited by guarantee. Its objectives are, for the public benefit:

- To prevent and relieve the suffering and hardship of children and families in need, particularly but not exclusively in circumstances where a child is at risk of being removed from the parents' care by order of the courts due to risk of significant harm.
- To do so in particular, but not exclusively, through supporting the provision of a therapeutic relationship with a skilled practitioner providing advice, counselling and intense support to those who have experienced, or are at risk of repeatedly having, their children taken into care and by facilitating constructive relationships with those within their system including partners, family and professionals.



Financial review

Financial position

During the year 2023/24, Pause received income of £2,260,092 of which £403,607 was from traded income and £1,856,485 from trusts and grants. Pause incurred £2,501,852 of expenditure in the year, of which £1,201,831 relates to delivery of the Pause Practices across seven local authorities. This resulted in a deficit of £241,760 which, whilst planned, represents the final year of a planned draw down of reserves to support a range of investments in campaigning, influencing and women's voices work which will need to be funded through other sources in future years. At the end of the year 2023/24, Pause carried forward £116,461 in restricted reserves and £595,183 in unrestricted reserves.

Reserves policy

The purpose of the General Fund Policy for Pause (the Reserves policy) is to ensure the stability of the mission, programmes, employment of staff and ongoing operations of the organisation. Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap.

Pause's reserves policy requires maintaining the equivalent of three months of operating costs. In 2022/2023, this equated to £625,463 of which £367,527 is covered by restricted funds. In addition, the reserves should cover any contracts and ongoing costs for which Pause would be liable should Pause cease. It was agreed in 2021 that it would be prudent to include an additional £200,000 for these purposes, making a minimum reserve of £800,000 for 2023/2024, however this figure is due for review in 2024/25 and is likely to reduce. At the end of March 2023, Pause held £595,183 of unrestricted funds and £116,461 of restricted funds. Whilst this falls beneath the current reserves policy, and Pause is committed

to improving this position, we also believe it remains appropriate for the activity, size of organisation and level of risk held.

Risks and uncertainties

Pause maintains a risk register which is updated by the Leadership Team and is reviewed by the Trustees on a regular basis. The Risk Register has four sections: Financial, Operational, External and Governance. The Risk and Finance Committee has oversight of all strategic organisational risk and reviews the full Risk Register at every meeting. The Board of Trustees is given a report on current risk issues affecting the organisation at each meeting.

During the period of reporting, the key risks considered by the Trustees related to:

- A slowing of growth due to increased financial pressures in local areas and a longer approval process for practices to open. The cost-of-living pressures and inflation are putting increasing pressures on local areas as well.
- The impact of a reduction in income. Pause has an income generation strategy and sustainability plan for practices and will focus on securing income from a range of funders in the coming years.
- The impact of practices failing to achieve funding to sustain. Much of the support of the national team is focused around securing this for practices, particularly through the demonstration of cost benefit at a local level.

Safeguarding risk. Each Pause Practice is employed by the local delivery host and follows their localised safeguarding policy. Pause has a clear overarching safeguarding and critical incident notification process. We monitor any critical incidents that take place in Pause Practices and report quarterly on these to the Practice Committee. We have put in place



additional safeguarding measures this year, as we began delivering services directly and regularly check that our own safeguarding policy is being followed.

Although the Pause financial position is stable, it is important to understand the longer-term financial risk faced by Pause if local areas are no longer able to support Pause Practices.

The Trustees and Risk and Finance Committee regularly review this risk and keep a focus on income generation and projected cash flows. It continues to be vital to monitor practices and collect data that will provide assurance of quality and fidelity to the model.

As Pause grows and as local areas understand more about practice, some may want to deliver in-house. If this happens, there is a risk that some places adopt a model that is less effective. Pause works with local areas to spread learning, support wider changes to the way they work with vulnerable groups and improve their understanding of the women Pause works with, in order to mitigate this risk.



Structure, governance and management

Structure

Pause is a company limited by guarantee and a registered charity governed by a memorandum and articles of association. The usual service model is that through formal arrangements with delivery partners, often local authorities but also sometimes other voluntary sector bodies, Pause delivers Pause Practices. Delivery partners must sign a Practice Agreement, committing them to working within the Pause Framework. Pause employs a national team - led by the Chief Executive who reports to the Board of Trustees - and also directly delivers four Pause Practices.

Governance

Nat Sloane has been Chair of Pause since February 2019. The Board meets at least four times per year. The Board has four committees which focus on key aspects of performance and make recommendations to the main board. These are:

- Practice Committee
- Risk and Finance Committee
- Development Committee
- Direct Delivery Committee

Trustees carry out a skills audit on an annual basis and use the results to identify key gaps. Once this is done, if necessary, a search is undertaken for appropriate Trustees to fill any gaps. The Board appoints Trustees directly.

New Trustees undertake a tailored induction programme intended to give them an

understanding of the role of Trustee, the work of the organisation and any particular information appropriate for their specific role. Throughout the year, when possible, Trustees are given opportunities to visit Practices and meet with staff and women with experience of the Pause Programme.

Each quarter, two Trustees work with staff to review a different principle of the Charity Governance Code and produce a report for the board. These reports are discussed, and a rolling action plan developed to ensure ongoing improvement and continuous review.

Management

The Board of Trustees delegates operational management of the charity to the Chief Executive with a scheme of delegation outlined in the governance policies. The Pause Leadership Team consists of the Chief Executive, the Director of Practice & Learning and the Director of Partnerships & Engagement. Each leads a team of staff.

Pay is set for Pause staff through a process of benchmarking against other organisations and within the organisation. The Board considers staff pay on at least an annual basis.



Statement of Trustees' responsibilities

The Trustees (who are also directors of Pause Creating Space for Change 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) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

Company law requires Trustees to prepare financial statements for each financial period which 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 the 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.
- State whether applicable UK 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy, at any time, the financial position of the charitable 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 taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on 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. This report has been prepared in accordance with the special provisions of Section 381 of the Companies Act 2006 relating to small companies.

By order of the Board of Trustees,

Nat Sloane CBE (Chair)

Date: 27 November 2024



Independent auditor's report to the members of Pause

Opinion

We have audited the financial statements of Pause Creating Space for Change ('the company') 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, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 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 Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements

that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or

- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of Trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit or
- The Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 20, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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



Auditor's responsibilities for the audit of the financial statements

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

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

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

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

prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to



those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

Date: 5 December 2024

Luke Holt (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP,
Statutory Auditor

6th Floor
9 Appold Street
London
EC2A 2AP



paaise
creating space
for change



Financial statements

2023 - 2024



Pause Creating Space For Change statement of financial activities for the year ended 31 March 2024

				Year to 31 March 2024	Year to 31 March 2023
	Note	Unrestricted £	Restricted £	Total £	Total £
Income from					
Grants/Donations	2	289,782	1,566,703	1,856,485	1,571,376
Charitable activities		403,607	-	403,607	672,101
Total Income		<u>693,389</u>	<u>1,566,703</u>	<u>2,260,092</u>	<u>2,243,477</u>
Expenditure on					
Charitable Activities	3	1,031,744	1,470,108	2,501,852	2,456,176
Total Expenditure		<u>1,031,744</u>	<u>1,470,108</u>	<u>2,501,852</u>	<u>2,456,176</u>
Net (expenditure) / income		<u>(338,355)</u>	<u>96,595</u>	<u>(241,760)</u>	<u>(212,699)</u>
Total funds brought forward		933,538	19,866	953,404	1,166,103
Total Funds Carried Forward		<u>595,183</u>	<u>116,461</u>	<u>711,644</u>	<u>953,404</u>

The notes on the following pages form part of these financial statements.



Pause Creating Space For Change (registered company: 09703298)

Balance sheet as at 31 March 2024

	Note	2024 £	2023 £
Current assets			
Debtors	7	263,323	297,746
Cash at bank and in hand		896,049	726,619
		<u>1,159,372</u>	<u>1,024,365</u>
Creditors	8	(447,728)	(70,961)
Net Current Assets		<u>711,644</u>	<u>953,404</u>
Net assets			
		<u>711,644</u>	<u>953,404</u>
Capital and Reserves			
Restricted funds	9	116,461	19,866
General funds		595,183	933,538
Total funds carried forward			
		<u>711,644</u>	<u>953,404</u>

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

Approved by the trustees on 27 November 2024 and signed on their behalf by:

N Sloane (Chair)

The notes on the following pages form part of these financial statements.



Pause Creating Space For Change statement of cash flows for the year ended 31 March 2024

	2024 £	2023 £
Cash Flows from operating activities		
<i>Net cash provided by / (used in) operating activities</i>	169,430	(327,122)
<i>Change in cash in the reporting period</i>	169,430	(327,122)
Cash at the beginning of the reporting period	726,619	1,053,741
Cash at the end of the reporting period	<u>896,049</u>	<u>726,619</u>
Net (expenditure) for the reporting period (as per the statement of financial activities)	(241,760)	(212,699)
Adjustments For:		
(Decrease) / increase in debtors	34,423	(98,484)
Increase/ (decrease) in creditors	<u>376,767</u>	<u>(15,939)</u>
Net cash provided by / (used in) operating activities	169,430	(327,122)
Cash and cash equivalents at the beginning of the year	726,619	1,053,741
Cash and cash equivalents at the end of the year	<u>896,049</u>	<u>726,619</u>
Cash and cash equivalents consists of:		
Cash at bank and in hand	<u>896,049</u>	<u>726,619</u>

The notes on the following pages form part of these financial statements.



Notes to the financial statements for the year ended 31 March 2024

1. Accounting policies

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the 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 (FRS 102) (effective 1 January 2015). The Charity is a public benefit entity as defined by FRS 102.

Basis of Accounting

The financial statements are prepared under the historical cost convention and in accordance with applicable accounting standards. All incoming and outgoing resources are dealt with on the accruals basis, unless otherwise stated below. The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

Income

Voluntary income, including grants, is recognised in the period in which the charitable company is entitled to receipt, there is a probability of receipt, and the amount can be measured reliably.

Income from charitable activities is recognised as earned.

Going Concern Basis

The Trustees have assessed whether the use of the going concern basis is appropriate and have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties.

Expenditure Allocation

The directors have allocated staff costs on the basis of the amount of time spent by each member of staff in each area of activity of the charity.

Governance Costs

Governance costs relate to the direct costs associated with the constitutional and statutory requirements of the charitable company and include the costs of external audit, secretariat and other constitutional related costs.

Pension Scheme Arrangements

This scheme is with the People's Pension and Pause contributes six percent employer contributions to all staff.

Funds

Unrestricted Funds – These are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Restricted Funds – These are funds which are to be used for specific purposes, as laid down by the donor.

Judgements and Estimates

In application of the Charity's accounting policies, the board is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.



The underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions which are believed to have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities in the current or prior period.

Financial Instruments

Debtors and creditors receivable or payable within one year of the reporting date are carried initially at their transaction price and subsequently at settlement value. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

Direct costs

These relate to costs directly attributed to the delivery of key projects.

Support Costs

Support costs are those costs which do not relate to a single activity or project. These include some salary costs.

Cash and Cash Equivalents

Cash and cash equivalents include cash at bank and in hand and short-term deposits with a maturity date of three months or less.

Employee Benefits

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



2. Voluntary income

Unrestricted £	Restricted £	2024 Total £	2023 Total £
289,782	1,566,703	1,856,485	1,571,376

Income from grants and donations was £1,856,485 (2023: £1,571,376) of which £289,782 (2023: £693,913) was attributable to unrestricted funds and £1,566,703 (2023: £877,463) was attributable to restricted funds

There are no un-fulfilled conditions attached to any of the government grant funding included above.

3. Expenditure on charitable activities

	Direct Costs £	Support Costs £	2024 Total £	2023 Total £
National team	603,588	1,088,174	1,691,762	1,759,335
Pause Practices	810,090	-	810,090	696,841
Support costs	1,088,174	(1,088,174)	-	-
	2,501,852	-	2,501,852	2,456,176

4. Support costs

	2024 £	2023 £
Governance costs:		
Auditor fees:		
Audit fee for the year	17,550	13,500
Underaccrual of audit fee for the prior year	3,000	2,856
Trustee expenses	213	134
	20,763	16,490
Other support costs		
Salary costs	830,417	833,027
Other staff costs	33,551	39,215
Rent & rates	84,047	89,006
Insurance	7,430	9,742
IT Equipment, support & phones	39,790	30,908
Office costs	6,426	5,773
HR & finance	21,038	4,774
Quality assurance	44,712	56,739
	1,088,174	1,085,675



5. Staff costs and key management personnel

	2024	2023
	£	£
Salaries	1,736,332	1,625,885
Social Security	189,179	168,274
Pensions	105,047	88,819
Recruitment Costs	3,897	2,117
	<u>2,034,455</u>	<u>1,885,095</u>

The number of employees earning £60,000 in the year or more (exclusive of employer pensions and employer National Insurance contributions) was:

	2024	2023
	No.	No.
£60,000 - £70,000	2	3
£80,000 - £90,000	-	1
£90,000 - £100,000	<u>1</u>	<u>-</u>

Key management personnel

The key management personnel comprise the trustees (who are not remunerated), the Chief Executive and the Senior Leadership Team. The total employee benefits including employer pension contributions and employer national insurance contributions of the key management personnel were £274,263 (2023: £332,766).

Trustee expenses

The members of the Trustee Board received no remuneration in relation to fulfilling their role as Trustees (2023: £Nil). Expenses for travel reimbursed to 3 Trustees amounted to £213 (2023: £134 was reimbursed to 1 Trustee, which related to room hire and refreshments at an awayday).

6. Staff numbers

The average monthly head count was 42 staff (2022: 39 staff).

Department	2024	2023
Executive and Operations	4	4
Practice and Learning	8	8
Communications and Influencing	5	6
Liverpool	14	14
North Somerset and South Gloucestershire	3	-
Stoke	1	-
Business Development	7	6
	<u>42</u>	<u>38</u>



7. Debtors

	2024 £	2023 £
Trade debtors	204,509	297,746
Prepayments	11,784	-
Accrued income	46,156	-
Other debtors	874	-
	<u>263,323</u>	<u>297,746</u>

8. Creditors

	2024 £	2023 £
Trade creditors	3,807	27,011
Accruals	51,783	24,570
Deferred income	300,575	-
Other creditors	8,984	-
Taxation & Social Security	53,444	-
VAT	13,761	5,899
Pensions	15,374	13,481
	<u>447,728</u>	<u>70,961</u>

9. Deferred income

Deferred income of £300,575 (2023: £Nil) is made up of local authority grant payments made in advance.



10. Funds

	1 April 2023	Income	Expenditure	Transfers	31 March 2024
	£	£	£	£	£
Restricted funds					
Halton & Knowsley		404,762	(404,762)	-	-
Liverpool City	-	529,681	(529,681)	-	-
North Somerset and South Gloucestershire	-	158,053	(158,053)	-	-
Stoke	-	196,629	(109,335)	-	87,294
i. Regional programmes	-	1,289,125	(1,201,831)	-	87,294
ii. Esmée Fairbairn Foundation	19,866	99,278	(119,144)	-	-
ii. London Mental Health Groups	-	83,300	(83,300)	-	-
iv. Intervening Earlier	-	95,000	(65,833)	-	29,167
Total restricted funds	19,866	1,566,703	(1,470,108)	-	116,461
Unrestricted funds					
General unrestricted funds	933,538	693,389	(1,031,744)	-	595,183
Total funds	953,404	2,260,092	(2,501,852)	-	711,644

Description of funds

i. Regional programmes

Funding primarily from local authorities to deliver Pause Programmes in specific local authority areas.

ii. Esmée Fairbairn Foundation

Two-year grant to fund to ensure that women's experiences influence changes in policy and practice.

iii. London Mental Health Groups

Funding to support the development and testing of a mental health intervention with women on the Pause Programme.

iv. Intervening Earlier

Funding to pilot an intervention working with younger care leavers at risk of future removals of children from their care.



11. Taxation

The company is a registered charity and does not undertake non-charitable activities and is entitled to tax exemption by the HM Revenue and Customs.

12. Capital

Pause Creating Space for Change is a company limited by guarantee. In the event of a winding up of the charitable company the Members' individual liability is restricted to an amount not exceeding £10.

13. Related party transactions

Trustee expenses reimbursed are set out in Note 5. There were no other related party transactions in the year or the prior year.

14. Net assets between funds

As at 31 March 2024:

	Unrestricted £	Restricted £	Total £
Net current assets	595,183	116,461	711,644
Net assets at the end of the year	<u>595,183</u>	<u>116,461</u>	<u>711,644</u>

As at 31 March 2023:

Unrestricted £	Restricted £	Total £
-------------------	-----------------	------------

15. Operating lease commitments

At the reporting end date the charity had the following future minimum lease payments under non-cancellable operating leases (all for property) which fall due as follows:

	2024 £	2023 £
Less than 1 year	73,138	54,853
Between 1 and 5 years	<u>54,853</u>	<u>-</u>
	<u>127,991</u>	<u>54,853</u>

Pause Creating Space for Change

Company Registration Number: 09703298

Charity Registration Number: 1170310

Scottish Charity Registration Number: SC049817



PAUSE CREATING SPACE FOR CHANGE

England & Wales - Charity number 1170310

Accounts



Pause Creating Space for Change (limited by guarantee)

Annual Report and Accounts 2022/23

Financial statements for the year end 31 March 2023

Pause, Creating Space for Change

Company Registration Number: 09703298

Charity Registration Number: 1170310

Scottish Charity Registration Number: SC049817



Structure, Governance and Management

Reference and Administrative Details

Charity Number: 1170310

Company Number: 9703298

Scottish Charity Number: SC049817

Principal office: 209-211 City Road, London EC1V 1JN

Directors and Trustees

The Directors of the charity are its Trustees for the purposes of charity law and throughout this report are collectively referred to as the Trustees. The Trustees during the year were:

Nat Sloane (Chair)

Vicki Nash (Vice Chair)

Philippa Hill (Treasurer & Chair of Risk and Finance Committee)

Katherine Gieve (Chair of Practice Committee)

Aideen Lee (Chair of Development Committee)

Ian Thomas (resigned 30 November 2022)

Khatun Sapnara

Nimal Jude

Helen Causley

Peter Gilheany

Lara Patel

Senior Staff

Chief Executive: Jules Hillier

Director of Business Development: Kate Tilley

Director of Communications and Influencing: Clare Laxton

Director of Practice and Learning: Ellen Marks

Professional Advisors

Solicitors

K&L Gates
One New
Change
London
EC4M 9AF

Russell-
Cooke
2 Putney Hill
London
SW15 6AB

Auditors

Moore Kingston
Smith LLP
9 Appold Street
London
EC2A 2AP

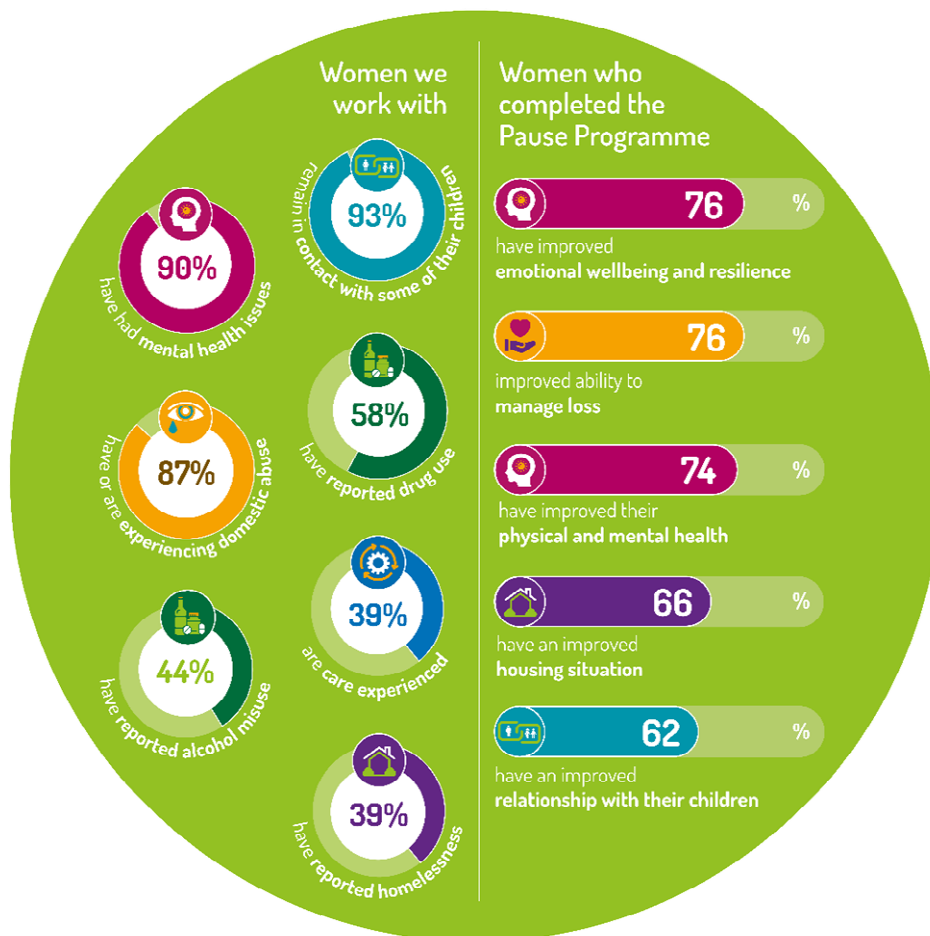
Bankers

Lloyds Bank
25 Gresham
Street
London
EC2V 7HN

Insurance Brokers

PIB Insurance
Brokers
Southgate House
Southgate Street
Gloucester GL1
1UB

Our Year in Numbers



Our work

Mission and vision

We work to improve the lives of women who have had – or are at risk of having – more than one child removed from their care, and the services and systems that affect them.

Our vision is of a society where women who experience the removal of children into care are given the best possible support, so that it never happens more than once.

Pause creates space for change and works towards its vision, through:



This year, Pause continued to focus on four strategic priorities:

- To **understand** more about how, why and where repeat removals happen.
- To **deliver practice** to those who have experienced or are at risk of repeat removals.
- To **learn** with and from people affected by repeat removals.
- To **influence** systems, policy and practice, to prevent it happening more than once.

Activities

Pause Practices

Pause delivers an intensive, trauma-informed programme of support, usually to women who have had two or more children removed from their care. This work is delivered in partnership with local authorities or third sector organisations that host Pause Practices and work within the Pause Framework.

"Being trauma-informed is about understanding that people need time and need support and someone to walk alongside them" – Pause Practitioner.

During 2022/2023, Pause had 26 Practices across the UK. A new Pause Practice opened in Dorset and the Pause Practice in West Sussex reopened. By the end of 2022/2023, Pause Practices were reaching 31 local authority areas.

Sadly, we saw the closure of four Pause Practices: Northern Ireland (due to the political situation), St Helens, Derbyshire and one practice in the Northeast. These closures show that the current funding landscape continues to be challenging. All these practices demonstrated both local need and evidence of impact, but local authorities are having to make tough

decisions about which non-statutory services they can continue in the face of budget cuts. In addition, we made the strategic decision to support Tayside Council on Alcohol (TCA) and Dundee City Council to continue delivering a service to women in the city without the involvement of Pause.

The income shown in these financial statements represents only those funds that were received or receivable directly by Pause and over which Pause has financial control. Most Pause Practices will also benefit from other funding streams that do not come through Pause but are provided directly to the local delivery partner.

National support for Pause Practices

Pause provides a wide range of support for each Practice, particularly to develop excellent practice and the sharing of learning. Each Pause Practice is allocated an experienced National Practice Lead, who works with the Practice to ensure their work is of high quality and meets the pledges outlined in the Pause Framework. The National Practice Leads facilitate the sharing of knowledge and experience across the Pause network, enhancing Pause's role as a learning organisation. Their role is also to ensure model fidelity and quality assurance.

Practices are supported by the Pause national team to set up and deliver the Pause Programme in their local area, to define and report the impact of their work with women and to secure future funding and longevity. Practices are also supported to deliver a range of internal and external communications and influencing activities.

Making a difference through practice

"With Pause, I feel safe, I feel secure. I don't feel like I'm on my own. It's a safe place to go to, where I know I'll be respected" – woman with experience of the Pause Programme.

In the past ten years, 1,200 women have completed the Pause Programme. At the end of the financial year 2022/23, Pause Practices were working with **570** women (393 women who were 'active' on the Pause Programme and 177 women who were in the engagement phase). The 393 women on the programme have had a total of **1,210** children removed from their care - an average of 3.1 children removed per woman. During this financial year, 418 women completed the programme. Amongst the women who completed the programme in 2022/23:

- The average age was 29.3, ranging from 18 to 44 years old.
- 43.5% experienced periods of care at some point in their life.
- 95.1% self-identified as white, 2.7% as Black, 1.9% as mixed and 0.3% as Asian.

The women who work with Pause have faced many challenges in life, leading to complex trauma. They are likely to have experienced a combination of difficulties, including domestic abuse, drug and alcohol use, mental ill health and insecure housing. Measuring their achievements can be subjective; the priorities are set by the women themselves and for some, simple changes will make a huge difference.

Pause collects a range of data – some from women, some from Practitioners – to assist in understanding and evaluating the impact of our work. A key tool designed to capture this is the Pause Progress tool, which identifies areas of a woman's life for her to score herself against at set intervals in the programme. For women completing the Pause Programme during 2022/23, significant progress was achieved in all areas, as outlined in Figure 1.

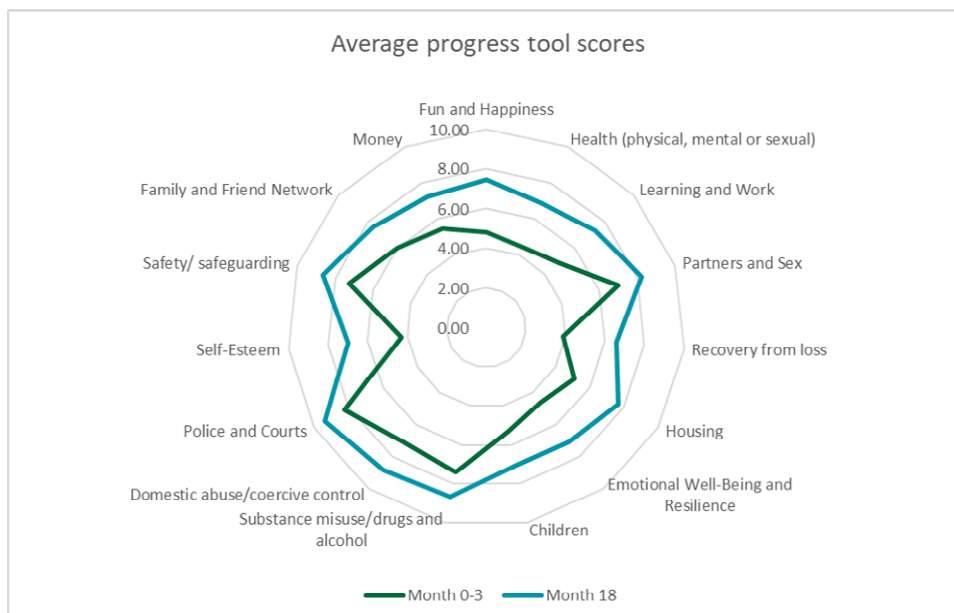


Figure 1: Average progress tool scores.

Pause also measures the psychological distress of women using standardised CORE-10 questions, a monitoring tool with items covering anxiety, depression, trauma, functioning and risk to self.

"The support, encouragement and empowerment from Pause changed my life... the positivity they brought into my life helped me climb out of the negative hole I was stuck in" – woman with experience of the Pause Programme.

Figure 2 illustrates a significant reduction in severe psychological distress, from 19% of Pause women at baseline (0-3 months into the programme) to 7% at final (18 months into the programme).

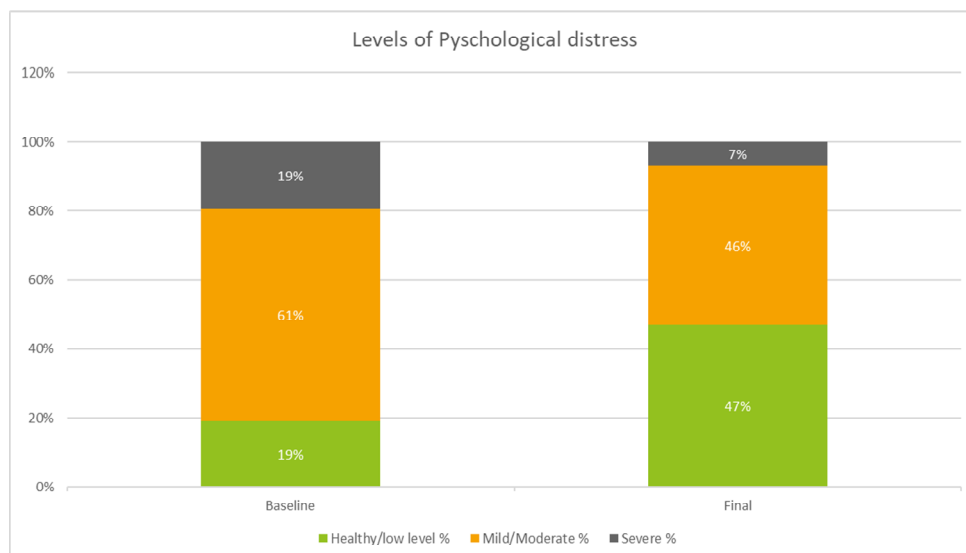


Figure 2: Levels of psychological distress.

There is also a strong positive change in average life satisfaction and feeling that the things done in life are worthwhile, both of which are personal wellbeing questions from the Office of National Statistics and have a scale from 0-10. Women have moved significantly closer to the UK average for both measures during their time with Pause, as demonstrated in Figure 3.

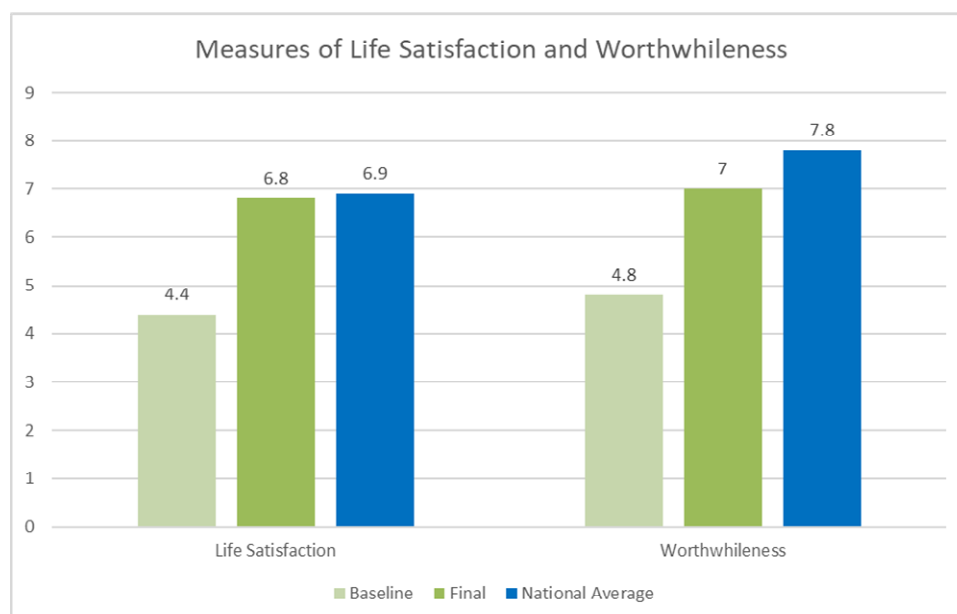


Figure 3: Life satisfaction and worthwhileness.

Influencing system change

Influencing system and policy change is a key priority at Pause and vital to achieving our mission. We collaborate with and learn from women and Pause Practices, to make services and systems better for women who have had children removed from their care. Whether it

is through policy reports, campaign activities or responding to government consultations, we want to ensure women's voices are part of system changes.

"I feel I am contributing to making a difference and I can't believe I am involved in that" - member of the Advisory Group.

This year, we continued to work on our influencing priorities - relationships with children and mental health – which are the areas that women working with Pause tell us are important to them and where they most want to see change.

We took our #TimeToDeliver letter about letterbox contact to Downing Street, where we also took a banner women had co-created themselves through craftivism.

We published our report on expert witness assessments during care proceedings, Set up to Fail, which highlights the mental health needs of birth parents, as well as the lack of follow-up on recommendations for mental health treatment. We hosted an online webinar for professionals exploring our learning, in which we also heard from the President of the Family Division. We continue to work to ensure changes happen in this area.

Following our engagement with England's Independent Review of Children's Social Care last year, we were pleased to see the final report and the implementation plan published by the government. The final Care Review report recognised the needs of birth parents and recommended that they are included in support services, which is hugely welcomed. The government agreed and our focus is now influencing the implementation of the Care Review, to ensure birth parents are recognised as part of the family and are able to access support.

We continued to influence on letterbox contact through our #TimeToDeliver campaign activities. We were pleased to see recommendations to improve letterbox contact in the Care Review final report.

Training and development across the network

Pause provides a wide range of training and development for Practice teams and national staff. In 2022/2023, we held 74 online learning events for Pause Practices across the UK, along with three in person events, two of which were Practice Lead development days and one which was our national conference. We had 128 attendees attending the conference. We have completed our second bespoke leadership development programme as part of our professional development work, both for existing and emerging leaders. We will be refining the offer continually to ensure leadership development opportunities for the network, adapting what we have learned from the pilot programme.

In response to our 2022 staff survey, we are developing a wellbeing programme, with self-care focused sessions interspersed throughout the year.

External training

After a decade of delivering practice, we believe we have gathered important learning from the women we support. By sharing this learning, we hope to improve other services that interact with women who have had children removed from their, thereby contributing to a more trauma-informed system and ways of working. Along this line, we developed an external training offer, including sessions on:

- Relationship-based practice
- Relationships with children
- Maternal mental health
- Working with women in care proceedings

Learning from women

"I love hearing everyone's opinions, meeting other women and hearing what they have to say. I always look forward to the [Advisory Group] meetings" - member of the Advisory Group.

Through our Getting Involved programme, Pause supports women to be part of our decision making, our campaigning and communications and to advise and influence our strategy and the board of trustees. In 2022/23, 93 women took part in Getting Involved.

- The Pause Advisory Group met monthly, continuing to build their skills and to influence decision-making at Pause.
- Women across all our Practices took part in our first craftivism project, as part of our #TimeToDeliver campaign on letterbox contact.
- Women took part in four storytelling workshops with SoundDelivery Media, to develop skills and confidence in writing blogs, producing podcasts and using social media.
- Four women co-produced a series of the Pause Podcast, called In a Mother's Mind, which explores the mental health needs and experiences of women who have had children removed from their care.
- With support from the Advisory Group, we created a [Campaigning Toolkit](#) for women, to develop their skills and confidence in campaigning.
- We refreshed the Getting Involved strategy for 2023-25, with the aims of involving women in influencing, improving Pause, delivering activities for women that build their skills, supporting practices to involve women locally, and communicating effectively about Getting Involved.
- Practices have been engaged in sharing learning about how they can involve women locally, and 23 practices (79%) have attended at least one Getting Involved Champions meeting in 2022/23.
- The Advisory Group was supported to write an open letter to the Children's Minister about the government's response to the Care Review.
- Women from the Advisory Group were consulted throughout the re-design process of the new Pause website. A key goal of the re-design was to make the site more women-friendly.
- In partnership with Open Clasp Theatre, women were involved in a live tour of [Lasagna](#), a play co-produced by women with experience of Pause and playwright

Catrina McHugh. Women attended live shows and were part of panel discussions with audiences.

"Working alongside other incredibly strong women with powerful stories, and sharing my own story, has been so empowering to me. I am honoured to have been involved in the production of the podcast episodes" – woman with experience of the Pause Programme.

Taya's Story

One of the most powerful ways women can help us learn is by allowing us to tell their stories. We'd like to thank Taya for her permission to share her experience here.

Taya is 36 and has had four children removed from her care. When Taya first came into contact with Pause, she was having very little contact with her children and her relationship with her parents - who were caring for two of her four children - had broken down. She was drinking around two bottles of wine a day and using Class A drugs.

Taya was not paying her gas, electricity or rent and was in significant debt. She was being financially exploited by local drug dealers, who were lending her money at a huge interest rate. They would vandalise her home and threaten her when she could not repay. In Taya's words, she was "broken" and "didn't have a life" and attempted to take her own life at this point.

Taya was extremely socially anxious. She cancelled many meetings before her first successful meeting with Pause. Taya eventually got into a rhythm of meeting her Practitioner weekly, who supported her to apply for a debt relief order (DRO), which enabled her to pay off most of her debts and to move away from the drug dealers, who were harassing her at her previous address. Taya is now in a new home, paying her rent, gas and electricity bills each month and is enjoying having leftover money for food and self-care activities.

Taya's Pause Practitioner supported her to start accessing Humankind drug and alcohol recovery services. Taya is now 10 months sober; she is working through a recovery programme and is going to AA meetings. This has enabled her to rebuild her relationship with her parents. She also has improved relationships with all her children. She recently had a positive assessment and is now having unsupervised contact with her youngest son, which has meant he has been able to meet his siblings and the wider family for the first time.

Since graduating from Pause, Taya has continued to take steps toward her goals. Taya is completing a course at Humankind, to become one of their volunteers. She is positive and hopeful for the future, she says: "I have peace of mind... I have a much better quality of life".

A healthy, happy team

This year saw the continuation of our wellbeing support programme for every team member, as well as our monthly Rest and Recharge Days, during which no one is expected to work and everyone is encouraged to take time for themselves.

Mindful of the cost-of-living crisis, we reviewed how we approach cost of living increases and brought in an additional payment for those on lower salaries living in London.

We run an annual Pause People Survey for our employees. This year, over 85% of respondents strongly agree that they have a solid understanding of what Pause is trying to achieve. Over 95% of respondents strongly agree that they are fully committed to Pause and what it is trying to achieve, and all respondents strongly agreed that they are proud to be associated with Pause and would recommend Pause as a good organisation to work for.

"Pause is a compassionate and caring workplace, where I feel supported by my team and manager. Being a part of Pause means being able to work with grace and inspiring women every day, both women with experience of the Pause Programme and also colleagues " – Pause employee.

Anti-racism work

Working towards Pause being an anti-racist organisation remained a key priority this year. Following our work with two external consultants, we have included training on key anti-racism topics part of our core induction process and training offer for all Pause People. We also published data on ethnicity within children's services and in Pause Practices. We continue to strengthen our anti-racism training plan supported by experts and members of Black and Brown communities and others who experience racism within Pause and linking to our wider diversity and identity work. This was the key theme at the 2022 conference.

Looking Ahead

2023 marks the ten-year anniversary of Pause, as well as the mid-point of our five years strategy. Recognising that both the external environment and Pause as an organisation have developed and changed in this time, we will be reviewing the best way to achieve our vision, including continuing to build our directly delivery practice work and considering how to ensure the learning from all our Practices is embraced by our partners across local authorities.

We will continue to fight to sustain as many Pause Practices as possible in an increasingly challenging financial environment and make the case for our work proudly, setting up new Practices where we can. We will also draw on our learning to try new things that we believe will contribute to a time where no family loses a child more than once.

Our influencing work will continue, with a particular focus on improvements to the children's services system through the implementation of the Care Review recommendations and we will start exploring activities – both local and national – in the lead up to the 2024 General Election. As always, we will continue to draw on experience and insight from women and Pause Practices in all our communications and influencing work, with a particular focus on developing co-production as a way of working to create change.

We will continue to aim to be an excellent employer, determined to ensure a happy, healthy workplace that embraces diversity and is continually working towards being an anti-racist

organisation. Furthermore, as a hybrid organisation with many employees working from home, we are a low emission organisation, but are nevertheless thoughtful about minimising our environmental impact. We minimise unnecessary travel, are considerate about modes of transport and make careful consumer choices.

We anticipate the next year will be a time of both challenge and are confident that the Pause people and partners across the country have the skills and experience to rise to it. The lives of the women who work with Pause will not get easier in a difficult external environment and the work we do will continue to be demanding and inspiring in equal measure. All our efforts will focus on supporting women to create the foundations for change in their lives and learning from them to create change more widely for other children and families.

Financial Review

Financial position

During the year 2022/23, Pause received income of £2,243,477, of which £672,101 was from traded income and £778,465 from trusts and grants. Pause incurred £2,456,176 expenditure in the year, of which £757,998 relates to delivery in the Liverpool City Region, which was funded by Liverpool, Wirral, Halton and Knowsley local authorities. This resulted in a planned deficit of 212,699, which included investment from reserves in a range of projects, including influencing and campaigns work and evaluation (see below: Reserves policy). At the end of the year 2022/23, Pause carried forward £19,866 in restricted reserves and £933,538 in unrestricted reserves.

Reserves policy

The purpose of the General Fund Policy for Pause (the Reserves policy) is to ensure the stability of the mission, programmes, employment of staff and ongoing operations of the organisation. Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap.

Pause's reserves policy requires maintaining the equivalent of three months of operating costs. In 2022/2023, this equated to £616,329, a figure which includes £218,610 of costs currently covered by restricted funds. In addition, the reserves should cover any contracts and ongoing costs for which Pause would be liable should Pause cease. It was agreed in 2021 that it would be prudent to include an additional £200,000 for these purposes, and this remains the case making a minimum reserve of £800,000 for 2022/2023. At the end of March 2023, Pause held £933,538 of unrestricted funds this is within the requirements of our Reserves Policy.

The trustees have designated some of the Pause reserves to two areas of activity: influencing and campaigning, particularly the initial building of our capacity in this work, and support for local authorities to sustain Pause Practices in key areas where the set criteria is met.

Risks and uncertainties

Pause maintains a risk register which is updated by the Leadership Team and is reviewed by the Trustees on a regular basis. The Risk Register has four sections: Financial, Operational, External and Governance. The Risk and Finance Committee has oversight of all strategic organisational risk and reviews the full Risk Register at every meeting. The Board of Trustees is given a report on current risk issues affecting the organisation at each meeting.

During the period of reporting, the key risks considered by the Trustees related to:

- A slowing of growth due to increased financial pressures in local areas and a longer approval process for practices to open. The cost-of-living pressures and inflation are putting increasing pressures on local areas as well.
- The impact of a reduction in income. Pause has an income generation strategy and sustainability plan for practices and will focus on securing income from a range of funders in the coming years.

- The impact of practices failing to achieve funding to sustain. Much of the support of the national team is focused around securing this for practices, particularly through the demonstration of cost benefit at a local level.
- Safeguarding risk. Each Pause Practice is employed by the local delivery host and follows their localised safeguarding policy. Pause has a clear overarching safeguarding and critical incident notification process. We monitor any critical incidents that take place in Pause Practices and report quarterly on these to the Practice Committee. We have put in place additional safeguarding measures this year, as we began delivering services directly and regularly check that our own safeguarding policy is being followed.

Although the Pause financial position is stable, it is important to understand the longer-term financial risk faced by Pause if local areas are no longer able to support Pause Practices. The Trustees and Risk and Finance Committee regularly review this risk and keep a focus on income generation and projected cash flows.

It continues to be vital to monitor practices and collect data that will provide assurance of quality and fidelity to the model. As Pause grows and as local areas understand more about practice, some may want to deliver more in-house. If this happens, there is a risk that some places adopt a model that is less effective. Pause works with local areas to spread learning, support wider changes to the way they work with vulnerable groups and improve their understanding of the group of women with whom Pause works, in order to mitigate this risk.

Structure, Governance and Management

Structure

Pause is a company limited by guarantee and a registered charity governed by a memorandum and articles of association. The usual service model is that through formal arrangements with delivery partners, often local authorities but also sometimes other voluntary sector bodies, including Pause, delivers Pause Practices. Delivery partners must sign a Practice Agreement, committing them to working within the Pause Framework. Pause employs a national team, led by the Chief Executive who reports to the Board of Trustees and also delivers a regional model of a Pause Practice in the Liverpool City Region.

Governance

Nat Sloane has been Chair of Pause since February 2019. The Board meets at least four times per year. The Board has three committees that focus on key aspects of performance and make recommendations to the main board. These are the Practice Committee, the Risk and Finance Committee and the Development Committee. These committees are each chaired by a Trustee and also meet at least four times each year. A sub-committee of the Practice Committee has been set up to attend to the governance of those practices directly delivered by Pause.

Trustees carry out a skills audit on an annual basis and use the results to identify key gaps. Once this is done, if necessary, a search is undertaken for appropriate Trustees to fill any gaps. The Board appoints Trustees directly.

New Trustees undertake a tailored induction programme intended to give them an understanding of the role of Trustee, the work of the organisation and any particular information appropriate for their specific role. Throughout the year, when possible, Trustees are given opportunities to visit practices and meet with staff and beneficiaries outside the usual governance calendar.

Trustees discuss the principles of the Charity Governance Code and have a rolling action plan developed to ensure ongoing improvement and continuous review.

Management

The Board of Trustees delegates operational management of the charity to the Chief Executive, with a scheme of delegation outlined in the governance policies. In the financial year 2022-23, the Pause Leadership Team consisted of the Chief Executive, the Director of Practice and Learning, the Director of Business Development and the Director of Communications and Influencing, with each director leading a team of staff.

Pay is set for Pause staff through a process of benchmarking against other organisations and within the organisation. The Board considers staff pay on at least an annual basis.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Pause Creating Space for Change 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) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

Company law requires Trustees to prepare financial statements for each financial period which 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 the 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;
- State whether applicable UK 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy, at any time, the financial position of the charitable 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 taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on 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. This report has been prepared in accordance with the special provisions of Section 381 of the Companies Act 2006 relating to small companies.

Moore Kingston Smith LLP were appointed auditor in accordance with section 485 of the Companies Act 2006.

By order of the Board of Trustees
N Sloane (Chair)



Date: 30 November 2023

Independent Auditor's report

Opinion

We have audited the financial statements of Pause Creating Space for Change ('the company') for the year ended 31 March 2023 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, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 16, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink that reads "Moore Kingston Smith LLP". The signature is written in a cursive, flowing style.

Luke Holt (Senior Statutory Auditor)

for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Date: 7 December 2023

6th Floor
9 Appold Street
London
EC1A 2AP

Statement of Financial Activities for the year end 31 March 2023 (Incorporating the income and expenditure account)

		Unrestricted Funds	Restricted Funds	Total Funds For the year Ended March 2023	Total Funds for the year Ended March 2022
	Note	£	£	£	£
Income from					
Grants/Donations	2	693,913	877,463	1,571,376	711,118
Charitable activities:		672,101	-	672,101	765,500
Total Income		1,366,014	877,463	2,243,477	1,476,618
Expenditure on					
Raising Funds		-	-	-	-
Charitable Activities	3	1,628,670	827,506	2,456,176	2,537,321
Total Expenditure		1,628,670	827,506	2,456,176	2,537,321
Net Income/Expenditure		-262,656	49,957	-212,699	-1,060,703
Transfers between funds (Overhead Costs charged to LCR)	9	49,948	-49,948	-	-
Total funds brought forward		1,146,246	19,857	1,166,103	2,226,806
Total Funds Carried Forward		933,538	19,866	953,404	1,166,103

		31 March 2023	31 March 2022
		£	£
Current assets	Note		
Debtors:	7	297,746	199,262
Cash at bank and in hand		726,619	1,053,741
		1,024,365	1,253,003
Creditors	8	70,961	86,900
Net Current Assets		953,404	1,166,103
Net assets		953,404	1,166,103
Capital and Reserves			
Restricted funds	9	19,866	19,857
General funds		933,538	1,146,246
Total funds carried forward		953,404	1,166,103

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



N Sloane (Chair)

Date: 30 November 2023

Statement of cash flows to 31 March 2023

	31 March 2023	31 March 2022
	£	£
Cash Flows from operating activities		
<i>Net cash provided by (used in) operating activities</i>	(327,122)	(621,928)
 <i>Change in cash in the reporting period</i>	 (327,122)	 (621,928)
Cash at the beginning of the reporting period	1,053,741	1,675,669
Cash at the end of the reporting period	726,619	1,053,741
 Net income/(expenditure) for the reporting period (as per the statement of financial activities)	 (212,699)	 (1,060,703)
Adjustments For:		
(Increase)/decrease in debtors	(98,484)	976,866
Increase/ (decrease in creditors)	(15,939)	(538,091)
 Net cash provided by operating activities	 (327,122)	 (621,928)
 Cash and cash equivalents at the beginning of the year	 1,053,741	 1,675,669
Cash and cash equivalents at the end of the year	726,619	1,053,741
Cash and cash equivalents consists of:		
Cash at bank and in hand	726,619	1,053,741

1. Accounting Policies

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the 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 (FRS 102) (effective 1 January 2015). The Charity is a public benefit entity as defined by FRS 102.

Basis of Accounting

The financial statements are prepared under the historical cost convention and in accordance with applicable accounting standards. All incoming and outgoing resources are dealt with on the accruals basis, unless otherwise stated below. The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

Income

Voluntary income, including grants, is recognised in the period in which the charitable company is entitled to receipt, there is a probability of receipt, and the amount can be measured reliably.

Income from charitable activities is recognised as earned.

Going Concern Basis

The Trustees have assessed whether the use of the going concern basis is appropriate and have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties.

Accounting estimates and areas of judgement

The Trustees have considered the accounting policies adopted and no judgements were required that have a significant effect on the amounts recognised in the financial statements.

Expenditure Allocation

The directors have allocated staff costs on the basis of the amount of time spent by each member of staff in each area of activity of the charity.

Governance Costs

Governance costs relate to the direct costs associated with the constitutional and statutory requirements of the charitable company and include the costs of external audit, secretariat and other constitutional related costs.

Pension Scheme Arrangements

This scheme is with the People's Pension and Pause contributes six percent employer contributions to all staff.

Funds

Unrestricted Funds – These are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Restricted Funds – These are funds which are to be used for specific purposes, as laid down by the donor.

Judgements and Estimates

In application of the Charity's accounting policies, the board is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions which are believed to have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities in the current or prior period.

Financial Instruments

Debtors and creditors receivable or payable within one year of the reporting date are carried initially at their transaction price and subsequently at settlement value. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

Direct costs

These relate to costs directly attributed to the delivery of key projects.

Allocation of Support Costs

Support costs are those costs which do not relate to a single activity or project. This includes salary costs. The analysis of support costs and the bases of apportionment applied are shown in note 4.

Cash and Cash Equivalents

Cash and cash equivalents include cash at bank and in hand and short-term deposits with a maturity date of three months or less.

Employee Benefits

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

2. Voluntary income

	Year ended 31 March 2023	Year ended 31 March 2022
	£	£
Donations	1,571,376	711,118
	1,571,376	711,118
Unrestricted Income (included in Donations above)	693,913	266,421
Restricted Income (see Note 9)	877,463	444,697
Total	1,571,376	711,118

There are no un-fulfilled conditions attached to any of the government grant funding included above.

3. Charitable Activities

	Direct Costs	Support Costs	Year ended 31 March 2023	Year ended 31 March 2022
	£	£	£	£
National team	673,660	1,066,983	1,740,643	1,363,294
Grants to Pause Practices	696,841	-	696,841	1,158,124
Auditors Fees		16,356	16,356	12,280
Trustee Expenses		134	134	1,421
Professional Indemnity Insurance		2,202	2,202	2,202
Total	1,370,501	1,085,675	2,456,176	2,537,321
Unrestricted Expenditure	612,512	966,201	1,578,714	1,209,342
Restricted Expenditure (see Note 9)	757,989	119,474	877,463	1,327,979
Total	1,370,501	1,085,675	2,456,176	2,537,321

Trustee travel expenditure

No Trustees were reimbursed for travel expenses during the year. The trustee expenditure relates to an awayday, and the costs were for Room Hire and refreshments.

4. Support Costs

Support costs include and apportionment of salary costs to Charitable Activities as detailed below.

Activities	Year ended March 2023	Year ended March 2022
	£	£
Salary Costs	833,027	886,446
Other Staff Costs	39,215	25,600
Grants to Pause Practice	0	1,011,988
Rent & Rates	89,006	65,011
Insurance	9,742	9,416
IT Equipment, Support & Phones	30,908	35,745
Office Costs	5,773	5,898
HR & Finance	4,774	509
Quality Assurance	56,739	55,274
Audit	16,356	0
Trustee Expenses	134	0
Total	1,085,675	1,872,877

5. Staff Costs

	Year ended 31 March 2023	Year ended 31 March 2022
	£	£
Salaries	1,625,885	1,622,704
Social Security	168,274	163,009
Pensions	88,819	87,174
Recruitment Costs	2,117	7,268
Total	1,885,095	1,880,155

Remuneration over £60,000 during 2022/23

Three employees: £60,000-£69,999. (2022: three)

One employee: £80,000-£89,999. (2022: one)

Pension Costs for employee: £5,337 (2022: £5,172)

6. Staff Numbers

The average monthly head count was 38 staff (in 2022 it was 39 staff).

Department	2023	2022
Executive and Operations	4	4
Practice and Learning	8	12
Communications and Influencing	6	3
Liverpool City Region	14	14
Business Development	6	6
Total	38	39

Key management personnel

In 2022/23, Pause made a change to the roles included in the definition of Key Management Personnel. Pause is a larger and more complex organisation than when Key Management Personnel was last reviewed in 2017. The whole staff team is essential to the successful development of the organisation, but it is not practical to include all staff as KMP, so for practical purposes and because the Leadership Team is responsible and accountable for the delivery of the strategy, we now include only Leadership Team roles in the definition. Roles included in this period are:

- Chief Executive
- Director of Practice and Learning
- Director of Communications and Influencing
- Director of Business Development

The total key management personnel remuneration including during the year is £332,766. (2022: £744,550). The previous year comparison is larger as in 2021/22 our definition included a larger group of staff.

7. Debtors

	As at 31 March 2023	As at 31 March 2022
	£	£
Trade Debtors	297,746	199,262
Total	297,746	199,262

Debtors include £198k 30 – 60 days and £100k current. Of the overdue debtors £147k is from local authorities in the Liverpool City Region.

8. Creditors

	As at 31 March 2023	As at 31 March 2022
	£	£
Trade Creditors	27,011	27,479
Accruals	24,570	46,271
Taxation & Social Security Payable	5,950	13,150
Salaries	-	-
HMRC	5,899	-
Pensions	7,531	-
Total	70,961	86,900

9. Funds

	Opening Balance 1 April 2022	Incoming Resources	Outgoing Resources	Transfers	Balance 31 March 2023
	£	£	£	£	£
Unrestricted funds					
General unrestricted funds	1,146,246	1,366,013	(1,628,670)	49,948	933,537
Total	1,146,246	1,366,013	(1,628,670)	49,948	933,537
Restricted funds					
Esmée Fairbairn Foundation	19,857	119,465	(119,455)		19,867
Liverpool City Region	0	757,999	(708,051)	(49,948)	0
Total	19,857	877,464	(827,506)	(49,948)	19,867
Total funds	1,166,103	2,243,477	(2,456,176)	0	953,404

Description of funds

Esmée Fairbairn Foundation

Three-year grant to fund to ensure that women's experiences influence changes in policy and practice.

Liverpool City Region

Funding from local authorities to deliver the Pause Programme in the Liverpool City Region.

Fund Transfers

National team support staff salary costs crossed charged to Liverpool City region practices.

10. Taxation

The company is a registered charity and does not undertake non-charitable activities and is entitled to tax exemption by the HM Revenue and Customs.

11. Capital

Pause Creating Space for Change is a company limited by guarantee. In the event of a winding up of the charitable company the Members' individual liability is restricted to an amount not exceeding £10.

12. Related Party Transactions

There were no related party transactions during this period.

13. Net Assets between Funds

Year ended March 31 2023			
	General Fund	Restricted Funds	Total
Current Assets	1,004,499	19,866	1,024,365
Current Liabilities	(70,961)	-	(70,961)
Total	933,538	19,866	953,404
Year ended March 31 2022			
	General Fund	Restricted Funds	Total
Current Assets	1,233,075	19,928	1,253,003
Current Liabilities	(86,829)	(71)	(86,900)
Total	1,146,246	19,857	1,166,103

Pause, Creating Space for Change
Company Registration Number: 09703298
Charity Registration Number: 1170310



PAUSE CREATING SPACE FOR CHANGE

England & Wales - Charity number 1170310

Accounts



Company Registration Number: 09703298
Charity Registration Number: 1170310

**FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2022**



Pause Creating Space for Change Report of the Board of Trustees 31 March 2022

Structure, governance and management

Reference and Administrative Details

Charity Number: 1170310

Company Number: 9703298

Principal office: 209-211 City Road, London EC1V 1JN

Directors and Trustees

The Directors of the charity are its Trustees for the purposes of charity law and throughout this report are collectively referred to as the Trustees.

The Trustees during the year were:

Nat Sloane (Chair)

Vicki Nash (Vice Chair)

Philippa Hill (Treasurer & Chair of Risk and Finance Committee)

Katherine Gieve (Chair of Practice Committee)

Aideen Lee (Chair of Development Committee)

Ian Thomas

Khatun Sapnara

Nimal Jude

Helen Causley (appointed February 2022)

Peter Gilheany (appointed February 2022)

Lara Patel (appointed February 2022)

Paul Moffat (resigned May 2021)

Almudena Lara (resigned March 2022)

Senior Staff

Chief Executive: Jules Hillier

Director of Business Development: Kate Tilley

Director of Communications and Influencing: Clare Laxton

Director of Practice and Learning: Ellen Marks

Professional Advisors

Solicitors

K&L Gates
One New
Change
London
EC4M 9AF

Russell-
Cooke
2 Putney Hill
London
SW15 6AB

Auditors

Moore Kingston
Smith LLP
9 Appold Street
London
EC2A 2AP

Bankers

Lloyds Bank
25 Gresham
Street
London
EC2V 7HN

Insurance Brokers

PIB Insurance
Brokers
Southgate House
Southgate Street
Gloucester GL1
1UB

Pause Creating Space for Change

Report of the Board of Trustees 31 March 2022

Objectives and Activities

Purpose

Pause's objective, as defined in our governing document, is *"for the public benefit, to prevent and relieve the suffering and hardship of children and families in need, particularly but not exclusively in circumstances where a child is at risk of being removed from the parents' care by order of the courts due to risk of significant harm.*

To do so in particular, but not exclusively, through supporting the provision of a therapeutic relationship with a skilled practitioner providing advice, counselling and intense support to those who have experienced, or are at risk of repeatedly having, their children taken into care and by facilitating constructive relationships with those within their system including partners, family and professionals."

In practice, Pause works with women who have experienced or are at risk of having children removed from their care. We offer an intensive, trauma-informed model of support to women. Since 2013, we have reached nearly 4,000 women who have had over 10,500 children removed from their care.

This year, Pause continued to work towards its vision and mission. A key part of our vision and mission for our 2020 to 2025 strategy is to make sure that women who experience or are at risk of the removal of children into care are given the best possible support, so that it never happens more than once.

In order to work towards achieving this, we have focused on four strategic priorities:

- We will **understand** more about how, why and where repeat removals happen
- We will **deliver** Practice to those who have experienced or are at risk of repeat removals
- We will **learn** with and from people affected by repeat removals
- We will **influence** systems, policy and practice to prevent it happening more than once

This report covers the 2021/2022 financial year.

Activities

Pause Practices

Pause delivers an intensive, relationship-based programme to women who have usually had two or more children removed from their care. This work is delivered in partnership with local authorities or third sector organisations that host Pause Practices and work within the Pause Framework. During 2021/2022 Pause Practices continued to be impacted by the COVID-19 pandemic and coming out of lockdown. They continued to deliver tailored, one-to-one support for women across the UK.

During 2021/2022, Pause had 29 Practices across the UK. We saw the opening of a new Pause Practice reaching North Somerset and South Gloucestershire, which is linked to the

Pause Creating Space for Change

Report of the Board of Trustees 31 March 2022

Practice in Bristol. Pause Islington expanded to reach Camden. By the end of 2021/2022, Pause Practices were reaching 39 local authority areas.

Sadly, we saw the closure of two Pause Practices in Nottingham and Newham. Pause West Sussex also closed temporarily but will reopen in 2022/23. These closures show how challenging the current funding landscape is. All these Practices could demonstrate both local need and evidence of impact, but local authorities are having to make tough decisions about which non-statutory services they can continue in the face of budget cuts.

The income shown in these financial statements represents only those funds that were received or receivable directly by Pause and over which Pause has financial control. Most Pause Practices will also benefit from other funding streams that do not come through Pause but are provided directly to the local delivery partner.

National support for Pause Practices

Pause provides a wide range of support for each Practice, particularly to develop excellent practice and the sharing of learning. Each Pause Practice is allocated an experienced National Practice Lead who works with the Practice to ensure their work is of high quality and meets the pledges outlined in the Pause Framework. The National Practice Leads facilitate the sharing of knowledge and experience across the Pause network, enhancing Pause's role as a learning organisation. Their role is also to ensure model fidelity and quality assurance.

Practices are supported by the Business Development team, both through the development and delivery of new Practices, and by enabling Practices to define and report the impact of their work and to secure future funding and longevity. Practices are also supported by a Communications and Influencing team, which delivers a range of external and internal communications, leads the Getting Involved participation programme, ensures Pause hears women's voices and experiences and supports them to be involved in decision making and influencing. The team also looks to influence policy and practice across the UK.

Pause Creating Space for Change

Report of the Board of Trustees 31 March 2022

Achievements and Performance

Making a difference through Practice

At the end of the financial year 2021/2022, Pause Practices were working with **757** women (558 women who were on the Pause programme and 199 women who were in the engagement phase). The **558** women on the programme have had a total of **1,766** children removed from their care - an average of 3.2 children removed per woman. During this financial year 191 women completed the programme. Amongst the women who completed the programme in:

- The average age was 30 with a range of 18 to 44 years old.
- 43% experienced periods of care at some point in their life.
- 83% self-identified as white, 6% as black, 3% as Asian and 3% as mixed.¹

The women who work with Pause have faced many challenges in life, leading to complex trauma. They are likely to have experienced a combination of difficulties including domestic abuse, drug and alcohol use, mental ill health and insecure housing. Measuring their achievements can be subjective; the priorities are set by the women themselves and for some, simple changes will make a huge difference. Pause collects a range of data – some from women, some from Practitioners – to assist in understanding and evaluating the impact of the work.

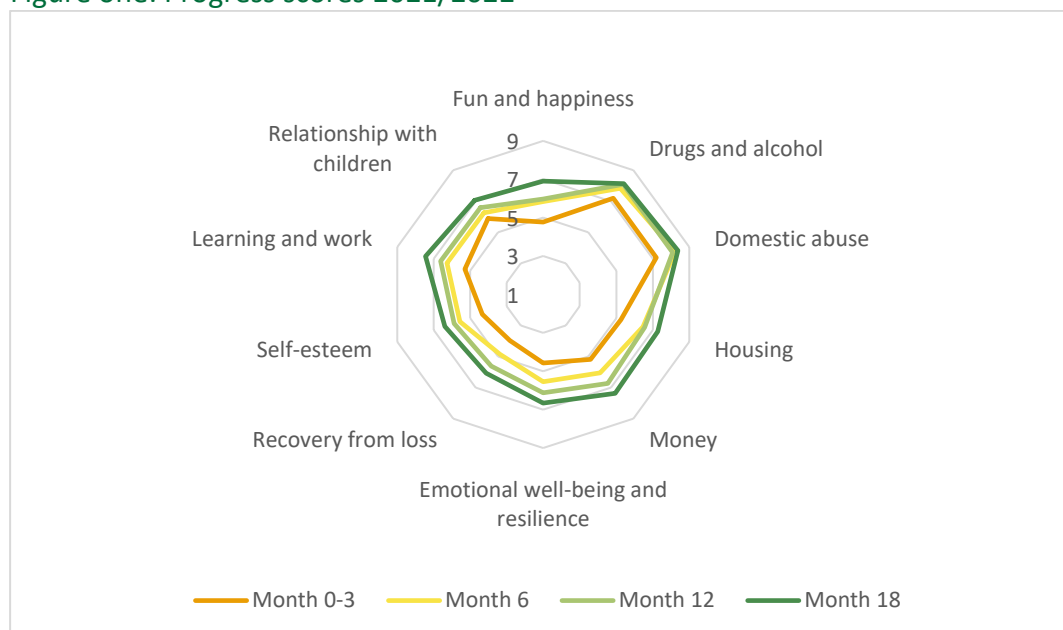
A key tool designed to capture this is the Pause Progress tool, which identifies areas of a woman's life for her to score herself against at set intervals in the programme. For women completing the Pause Programme during 2021/2022², significant progress was achieved in all areas as outlined in Figure One overleaf.

¹ 11 women (5%) did not have their ethnicity recorded.

² Aggregate scores from 220 women who completed the programme between 01/04/21 - 30/03/22 and completed Progress tools. Sample sizes vary at each measurement point, ranging from an average of 185 responses at baseline to 112 at month 18.

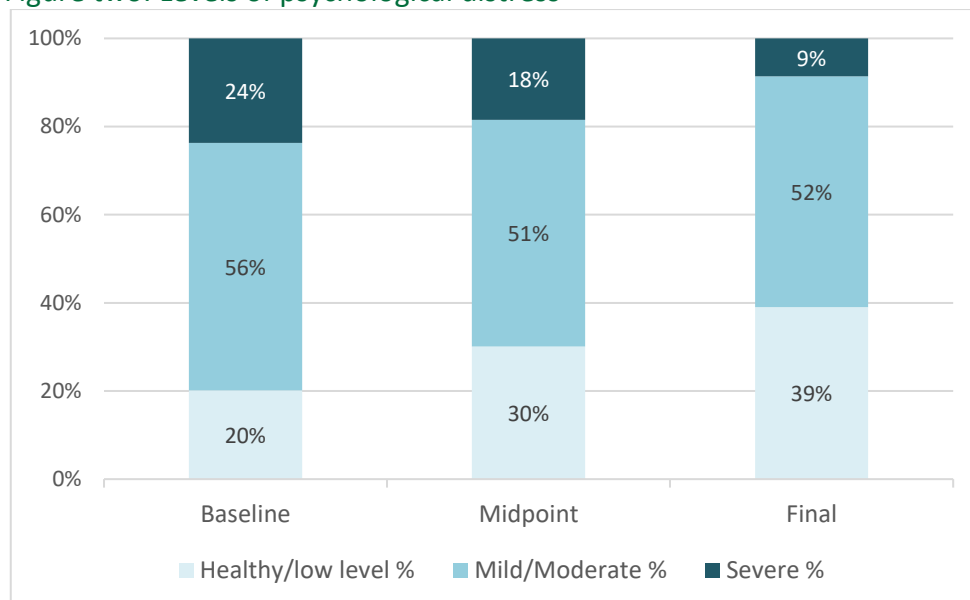
Pause Creating Space for Change Report of the Board of Trustees 31 March 2022

Figure one: Progress scores 2021/2022



Pause also measures the psychological distress of women using standardised CORE-10 questions, a monitoring tool with items covering anxiety, depression, trauma, functioning and risk to self. Figure two below illustrates a significant reduction in severe psychological distress, from 24% of Pause women at baseline (0-3 months into the programme) to 9% at final (18 months into the programme).

Figure two: Levels of psychological distress³



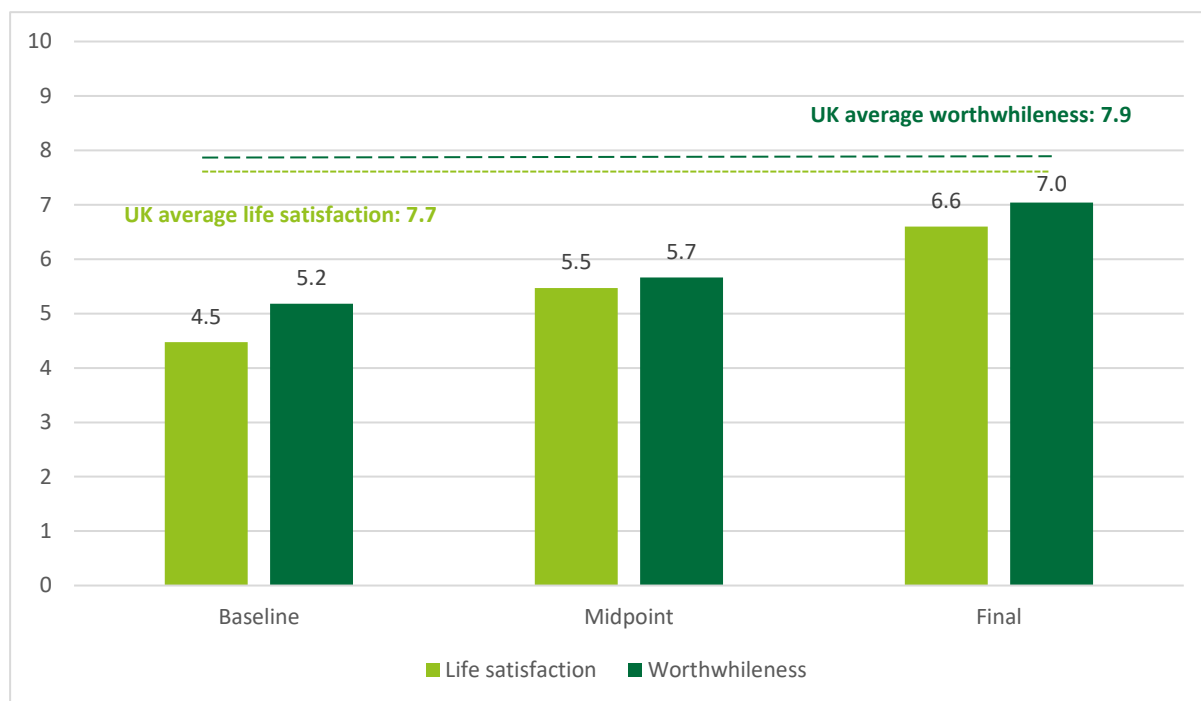
³ Aggregate data from 169 women who completed the programme between 01/04/21 - 30/03/22 and completed assessments. Sample sizes range from 139 at baseline to 105 at final.

Pause Creating Space for Change

Report of the Board of Trustees 31 March 2022

There is also a strong positive change in average life satisfaction and feeling that the things done in life are worthwhile, both of which are personal well-being questions from the Office of National Statistics and have a scale from 0-10. Women have moved significantly closer to the UK average for both measures during their time with Pause, as demonstrated in Figure three.

Figure three: Measures of life satisfaction and worthwhileness



Influencing system change

At Pause, we want to make sure that women who experience or are at risk of the removal of children into care are given the best possible support so that it never happens more than once, and we have a strategic commitment to influencing systems, policy and practice to this end. During 2021/2022 we continued to work on our influencing priorities - relationships with children and mental health – which we know are areas women working with Pause tell us are important to them and they want to see change in.

This year we launched our first public campaign #TimeToDeliver, calling for change to the letterbox contact system including reviews of contact and exploring digital alternatives. Through the campaign over 230 emails and around 120 #TimeToDeliver Postcards have been sent to over 140 MPs. 20 MP responses have been shared with us of support for the #TimeToDeliver recommendation, six Parliamentary Questions were raised to the Department for Education about letterbox contact. From the responses we have received we know there is a genuine commitment to change and expect to see system change in the letterbox contact system in the near future. We have also worked in partnership with other organisations and individuals on the issue as it is such a clear challenge for many families and children.

Pause Creating Space for Change

Report of the Board of Trustees 31 March 2022

In 2021/2022, we engaged with and influenced England's Independent review of Children's Social Care by taking every opportunity to share the experiences of women working with Pause and our view of how the review could ensure the care system provides the right foundation for women who experience or are at risk of, the removal of children into care. We developed Pause's key messages and recommendations for change alongside five Pause women, representatives from Pause Practices and the Pause national team with fifteen attendees in an online focus group. We also supported women to speak directly to the Care Review team.

Training and development

Pause provides a wide range of training and development for Practice teams and national staff. In 2021/2022, we held 84 online learning events for Pause Practices across the UK along with 1 face to face event and our annual national conference which was a hybrid event with both face to face and remote delegates. We had 127 attendees at the conference venue and a further 48 who attended remotely. We have completed a bespoke Leadership development programme as part of our professional development work, for both existing and aspiring leaders, with 18 participants in total. We will be offering the opportunity to the network again later this year, adapting what we have learned from the pilot programme. We continue to strengthen our anti-racism training plan supported by experts and members of the Black and brown community within Pause and linking to the wider diversity and identity agenda, which is the key theme at this year's face to face conference. We are also developing our external training offer this year to support partner organisations, strengthening our sustainability and influencing across the sector.

Learning from women's experience

In 2021/2022, we consolidated our learning about involving women, published our first impact report, and identified priority areas to strengthen women's involvement over the next year. We supported 91 women to take part in 55 Getting Involved activities. Highlights from 2021/2022 included:

- Involving women in our first ever national campaign.
- The Pause Advisory Group meeting monthly, continuing to build their skills and to influence decision-making at Pause.
- Involving women in Pause's anti-racism work.
- Taking part in the Independent Review of Children's Social Care (the Care Review).
- Involving women in a range of projects about mental health, expert witness reports and external research.

Through our impact report we have identified strategic areas to strengthen women's involvement over the next year, including:

- Monitoring the type of involvement that is happening at Pause.
- Creating more opportunities for co-production and greater power-sharing.
- Strengthening women's role in governance.

Pause Creating Space for Change

Report of the Board of Trustees 31 March 2022

- Understanding the experiences of women from Black and Brown communities⁴.
- Demonstrating the impact of involvement to women.

A healthy, happy team

This year saw us working out how to allow people back to the office at their own pace, and how to support people to continue to work at home. We wanted to ensure that people weren't isolated, and were encouraged to interact, but we were also determined to respect individual needs and level of comfort around the ongoing risks of COVID-19.

We have upgraded how we use our main office space – creating spaces for interaction and collaboration, as well as space to work. Every member of our team continues to work from home some of the time, but many are now choosing to return to the office space for meetings and to break up their week.

Early in the year, we brought 14 new colleagues into Practices in the Liverpool City Region. It was a challenge to ensure that the new teams felt welcome and integrated, despite initially working remotely. We also needed to create and update policy which would support their work on the front line.

We continued our monthly Rest and Recharge Days, during which no one is expected to work, and everyone is encouraged to take time for themselves, and we started an annual Wellbeing Fund, which offers every member of the team £100 to spend on something that improves their wellbeing. This has been used for National Trust membership, yoga, book club subscriptions and cookery classes.

Anti-racism work

Working towards Pause being an anti-racist organisation remained a key priority this year. We employed two external consultants to work with the Pause network in delivering anti-racism training and working with women to hear about their experiences of racism. Next year we will be reviewing the work we have done on anti-racism and updating our action plan.

Plans for future periods

This year saw a strong focus on preserving Pause's existing footprint and making sure funding for services is secure and this focus will continue into next year. We will also start looking at service developments such as working with care leavers to ensure we are reaching the right people with our support.

Since the year end we continued our influencing focus on relationships with children and mental health, looking forward to the publication of the Care Review report and will be publishing a new report into expert witness assessments during care proceedings. We will

⁴ We use the term 'people from Black and Brown communities' as it is the form of words that the antiracism group at Pause, which includes people from those communities, has agreed on.

Pause Creating Space for Change

Report of the Board of Trustees 31 March 2022

continue to draw on experience and insight from women and Pause Practices and work collaboratively to create system change.

We will continue to aim to be an excellent employer, determined to ensure a happy, healthy workplace which challenges racism and is working towards being an anti-racist organisation. We are also considering our environmental footprint and ways of reducing our impact on the planet.

Next year will also be the mid-point in our current five-year strategy. We will review our progress towards our key goals and work with women, Practices, staff, Trustees and other stakeholders to consider what the longer-term future might look like if we are to succeed in our mission.

Pause Creating Space for Change

Report of the Board of Trustees 31 March 2022

Financial Review

Financial position

During the year, Pause received income of £1,476,618 of which £746,000 was from traded income and £513,462 from trusts and grants. Pause incurred £2,536,255 expenditure in the year, of which £852,256 relates to delivery in the Liverpool City Region, which was funded mainly by restricted reserves of £840,003 brought forward from 20/21. This resulted in a planned deficit of £177,421 which included investment from reserves in a range of projects including influencing and campaigns work and evaluation (see below: Reserves policy). At the end of the 2021/2022 year Pause carried forward £19,857 in restricted reserves and £1,146,246 in unrestricted reserves.

Reserves policy

The purpose of the General Fund Policy for Pause (the Reserves policy) is to ensure the stability of the mission, programmes, employment of staff and ongoing operations of the organisation. Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of Pause for Reserves to be used and replenished within a reasonably short period of time.

At the end of the financial year 20/21 Pause was holding significant financial reserves. We were in this position because of a decision that was made when Pause was set up to build a bank of reserves to smooth the transition from reliance on a single grant to a position where we have a more diverse income base. We have moved to a position where we are no longer solely reliant in a single source of funding and as a result of this Trustees agreed to invest a ringfenced amount back into delivery. Trustees have designated just over £600,000 of funds for use across three years to specific projects across key areas of development.

Pause's reserves policy requires maintaining the equivalent of three months of operating costs. In 2021/2022, this equated to £609,106, a figure which includes £225,785 of costs currently covered by restricted funds. In May 2021 the Board reviewed the reserves policy and agreed to add an additional amount that incorporated any contracts and ongoing costs for which Pause would be liable should Pause cease. It was agreed that it would be prudent to include an additional £200,000 for these purposes, making a minimum reserve of £800,000 for 2021/2022.

Risks and uncertainties

Pause maintains a risk register which is updated by the Leadership Team and is reviewed by the Trustees on a regular basis. The Risk Register has four sections: Financial, Operational, External and Governance. The Risk and Finance Committee has oversight of all strategic organisational risk and reviews the full Risk Register at every meeting. The Board of Trustees is given a report on current risk issues affecting the organisation at each meeting.

During the period of reporting, the key risks considered by the Trustees related to:

Pause Creating Space for Change

Report of the Board of Trustees 31 March 2022

- A slowing of growth due to increased financial pressures in local areas and a longer approval process for Practices to open. The long-term impact of COVID-19 should be considered in this context, due to the increasing pressures it may put on local areas.
- The impact of a reduction in income. Pause has an income generation strategy and sustainability plan for Practices and will focus on securing income from a range of funders in the coming years.
- The impact of Practices failing to achieve funding to sustain. Much of the support of the national team is focused around securing this for Practices, particularly through the demonstration of cost benefit at a local level.
- Safeguarding risk. Each Pause Practice is employed by the local delivery host and follows their localised safeguarding policy. Pause has a clear overarching safeguarding and critical incident notification process. We monitor any critical incidents that take place in Pause Practices and report quarterly on these to the Practice Committee. We have put in place additional safeguarding measures this year as we began delivering services directly and regularly check that our own safeguarding policy is being followed.

Although the Pause financial position is stable for at least the next 12 months, it is important to understand the longer-term financial risk faced by Pause if local areas are no longer in a position to support Pause Practices. The Trustees and Risk and Finance Committee regularly review this risk and keep a focus on income generation and projected cash flows.

It continues to be vital to monitor Practices and collect data that will provide assurance of quality and fidelity to the model. As Pause grows and as local areas understand more about Practice, some may want to deliver more in-house. If this happens, there is a risk that some places adopt a model that is less effective. Pause works with local authorities to spread learning, support wider changes to the way they work with vulnerable groups and improve their understanding of the group of women with whom Pause works in order to mitigate this.

Pause Creating Space for Change

Report of the Board of Trustees 31 March 2022

Structure, Governance and Management

Structure

Pause is a company limited by guarantee and a registered charity governed by a memorandum and articles of association. The usual service model is that through formal arrangements with delivery partners, often local authorities but also sometimes other voluntary sector bodies, Pause delivers Pause Practices. Delivery partners must sign a Practice Agreement committing them to working within the Pause Framework. Pause employs a national team, led by the Chief Executive who reports to the Board of Trustees and also delivers a regional model of a Pause Practice in the Liverpool City Region.

Governance

Nat Sloane has been Chair of Pause since February 2019. The Board meets at least four times per year. The Board has three committees which focus on key aspects of performance and make recommendations to the main board. These are the Practice Committee, the Risk and Finance Committee and the Development Committee. These committees are each chaired by a Trustee and also meet at least four times each year. A sub-committee of the Practice Committee has been set up to attend to the governance of those Practices directly delivered by Pause.

Trustees carry out a skills audit on an annual basis and use the results to identify key gaps. Once this is done, if necessary, a search is undertaken for appropriate Trustees to fill any gaps. The Board appoints Trustees directly.

New Trustees undertake a tailored induction programme intended to give them an understanding of the role of Trustee, the work of the organisation and any particular information appropriate for their specific role. Throughout the year, when possible, Trustees are given opportunities to visit Practices and meet with staff and beneficiaries outside the usual governance calendar.

Every quarter, two Trustees work with members of staff to review a different principle of the Charity Governance Code and produce a report for the board. These reports are discussed, and a rolling action plan developed to ensure ongoing improvement and continuous review.

Management

The Board of Trustees delegates operational management of the charity to the Chief Executive with a scheme of delegation outlined in the governance policies. The Pause Leadership Team consists of the Chief Executive, the Director of Practice and Learning, the Director of Business Development and the Director of Communications and Influencing and each leads a team of staff.

Pay is set for Pause staff through a process of benchmarking against other organisations and within the organisation. The Board considers staff pay on at least an annual basis.

Pause Creating Space for Change Report of the Board of Trustees 31 March 2022

Statement of Trustees' responsibilities

The Trustees (who are also directors of Pause Creating Space for Change 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) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

Company law requires Trustees to prepare financial statements for each financial period which 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 the 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.
- State whether applicable UK 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy, at any time, the financial position of the charitable 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 taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on 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. This report has been prepared in accordance with the special provisions of Section 381 of the Companies Act 2006 relating to small companies.

Moore Kingston Smith LLP were appointed auditor in accordance with section 485 of the Companies Act 2006. A resolution proposing that they be re-appointed will be put at a General Meeting.



By order of the Board of Trustees
N Sloane (Chair)

Independent Auditor's Report to the Members of Pause Creating Space for Change

Opinion

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PAUSE CREATING SPACE FOR CHANGE

Opinion

We have audited the financial statements of Pause Creating Space for Change ('the company') for the year ended 31 March 2022 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, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

Independent Auditor's Report to the Members of Pause Creating Space for Change

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 14, 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.

Independent Auditor's Report to the Members of Pause Creating Space for Change

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

Our approach was as follows:

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Independent Auditor's Report to the Members of Pause Creating Space for Change

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Date: 14 December 2022



Luke Holt (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

6th Floor
9 Appold Street
London
EC1A 2AP

Pause Creating Space for Change
Statement of Financial Activities
(Incorporating the income and expenditure account)
for the year ended 31 March 2022

	Note	Unrestricted Funds	Restricted Funds	Total Funds For the year Ended March 2022	Total Funds for the year Ended March 2021
		£	£	£	£
Income from:					
Grants/Donations	2	266,421	444,697	711,118	4,176,850
Charitable activities:		765,500	-	765,500	634,999
Total Income		<u>1,031,921</u>	<u>444,697</u>	<u>1,476,618</u>	<u>4,811,849</u>
Expenditure on:					
Raising Funds		-	-	-	-
Charitable Activities	3	1,209,342	1,327,979	2,537,321	4,983,328
Total Expenditure		<u>1,209,342</u>	<u>1,327,979</u>	<u>2,537,321</u>	<u>4,983,328</u>
Net Income/Expenditure		<u>(177,421)</u>	<u>(883,282)</u>	<u>(1,060,703)</u>	<u>(171,479)</u>
Transfers between funds		-	-	-	-
Total funds brought forward		<u>1,323,667</u>	<u>903,139</u>	<u>2,226,806</u>	<u>2,398,285</u>
Total Funds Carried Forward		<u>1,146,246</u>	<u>19,857</u>	<u>1,166,103</u>	<u>2,226,806</u>

Pause Creating Space for Change Balance Sheet 31 March 2022

	Note	31 March 2022 £	31 March 2021 £
Current assets			
Debtors:	7	199,262	1,176,128
Cash at bank and in hand		1,053,741	1,675,669
		1,253,003	2,851,797
Creditors	8	86,900	624,991
Net Current Assets		1,166,103	2,226,806
Net assets		1,166,103	2,226,806
Capital and Reserves			
Restricted funds	9	19,857	903,139
General funds		1,146,246	1,323,667
Total funds carried forward		1,166,103	2,226,806

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



N Sloane (Chair)

30 November 2022

Pause Creating Space for Change Cash Flow 31 March 2022

Statement of cash flows to 31 March 2022

	Year ended 31 March 2022 £	Year ended 31 March 2021 £
Cash Flows from operating activities		
<i>Net cash provided by (used in) operating activities</i>	(621,928)	(430,247)
 <i>Change in cash in the reporting period</i>	 44,263	 (430,247)
Cash at the beginning of the reporting period	1,675,669	2,105,916
Cash at the end of the reporting period	1,053,741	1,675,669
 Net income/(expenditure) for the reporting period (as per the statement of financial activities)	 (1,060,703)	 (171,479)
Adjustments For:		
(Increase)/decrease in debtors	976,866	(846,066)
Increase/(decrease in creditors)	(538,091)	587,298
 Net cash provided by operating activities	(621,928)	(430,247)
 Cash and cash equivalents at the beginning of the year	 1,675,669	 2,105,916
 Cash and cash equivalents at the end of the year	 1,053,741	 1,675,669
 Cash and cash equivalents consists of:		
Cash at bank and in hand	1,053,741	1,675,699

Pause Creating Space for Change

Cash Flow 31 March 2022

1. Accounting Policies

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the 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 (FRS 102) (effective 1 January 2015). The Charity is a public benefit entity as defined by FRS 102.

Basis of Accounting

The financial statements are prepared under the historical cost convention and in accordance with applicable accounting standards. All incoming and outgoing resources are dealt with on the accruals basis, unless otherwise stated below. The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

Income

Voluntary income, including grants, is recognised in the period in which the charitable company is entitled to receipt, there is a probability of receipt, and the amount can be measured reliably.

Income from charitable activities is recognised as earned.

Going Concern Basis

The Trustees have assessed whether the use of the going concern basis is appropriate and have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties.

Accounting estimates and areas of judgement

The Trustees have considered the accounting policies adopted and no judgements were required that have a significant effect on the amounts recognised in the financial statements.

Expenditure Allocation

The directors have allocated staff costs on the basis of the amount of time spent by each member of staff in each area of activity of the charity.

Governance Costs

Governance costs relate to the direct costs associated with the constitutional and statutory requirements of the charitable company and include the costs of external audit, secretariat and other constitutional related costs.

Pension Scheme Arrangements

This scheme is with the People's Pension and Pause contributes six percent employer contributions to all staff.

Funds

Unrestricted Funds – These are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Restricted Funds – These are funds which are to be used for specific purposes, as laid down by the donor.

Pause Creating Space for Change

Cash Flow 31 March 2022

Judgements and Estimates

In application of the Charity's accounting policies, the board is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions which are believed to have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities in the current or prior period.

Financial Instruments

Debtors and creditors receivable or payable within one year of the reporting date are carried initially at their transaction price and subsequently at settlement value. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

Direct costs

These relate to costs directly supporting projects.

Allocation of Support Costs

Support costs are those costs which do not relate to a single activity. This includes salary costs. Support costs have been apportioned between National team costs and Practice costs on an appropriate basis. The analysis of support costs and the bases of apportionment applied are shown in note 3.

Cash and Cash Equivalents

Cash and cash equivalents include: cash at bank and in hand and short-term deposits with a maturity date of three months or less.

Employee Benefits

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

Pause Creating Space for Change Cash Flow 31 March 2022

2. Voluntary income

	Year ended 31 March 2022	Year ended 31 March 2021
	£	£
Donations	711,118	491,475
Department for Education	-	3,685,375
	711,118	4,176,850
Unrestricted Income (included in Donations above)	266,421	12,172
Restricted Income (see Note 9)	444,697	4,164,678
	711,118	4,176,850

There are no un-fulfilled conditions attached to any of the government grant funding included above.

3. Charitable Activities

	Direct Costs	Support Costs	Year ended 31 March 2022	Year ended 31 March 2021
	£	£	£	£
National team	502,395	860,899	1,363,294	1,427,837
Grants to Pause Practices ⁵	146,136	1,011,988	1,158,124	3,545,112
Governance Costs:				
Auditors Fees	12,280	-	12,280	9,102
Trustee Expenses	1,421	-	1,421	-
Professional Indemnity Insurance	2,202	-	2,202	1,277
	664,434	1,872,887	2,537,321	4,938,328
Unrestricted Expenditure	233,341	976,001	1,209,342	760,975
Restricted Expenditure(see Note 9)	431,093	896,886	1,327,979	4,222,353
	664,434	1,872,887	2,537,321	4,983,328

Trustee travel expenditure

No Trustees were reimbursed for travel expenses during the year. The trustee expenditure of £1,421 relates to an awayday and the costs were for Room Hire and refreshments. (2021: No Trustees were reimbursed for travel expenses during the year)

⁵ Includes support for Pause Practices, including the Liverpool City Region.

Pause Creating Space for Change Cash Flow 31 March 2022

4. Support Costs (allocated as per staff time)

	Year ended 31 March 2022	Year ended 31 March 2021
	£	£
Salary Costs	1,872,887	1,241,004
	1,872,887	1,241,004

5. Staff Costs

	Year ended 31 March 2022	Year ended 31 March 2021
	£	£
Salaries	1,622,704	1,058,747
Social Security	163,009	118,732
Pensions	87,174	63,525
Temporary Staff	-	-
Recruitment Costs	7,268	33,413
	1,880,155	1,274,417

Remuneration over £60,000 during 2021/2022

Three employees: £60,000-£69,999. (2021: three)

One employee: £80,000-£89,999. (2021: one)

Pension Costs for employees: £5,172 (2021: £5,127)

6. Staff Numbers

The average monthly head count was 39 staff (2021: 23 staff)

	2022 No.	2021 No:
Executive	4	4
Practice & Learning	8	10
Communications	6	2
Liverpool City Region	14	0
Business Development	7	7
	39	23

Key management personnel

In identifying 'key management personnel', Pause recognises a large number of roles that contribute to the success of the organisation. Quality of Practice and fidelity to the Pause model are essential aspects of the Pause Programme and we have included roles that have the most regular and closest contact with Pause Practices in calculating the cost of Key Management Personnel. Roles included in this period are:

- Chief Executive
- Director of Practice and Learning
- Director of Communications and Influencing
- Director of Business Development

Pause Creating Space for Change Cash Flow 31 March 2022

- Programme Manager
- National Scoping Lead
- National Practice Leads x5 (2022 x5)

The total key management personnel remuneration including during the year is £744,550. (2021: £731,781)

7. Debtors

	As at 31 March 2022	As at 31 March 2021
	£	£
Trade Debtors	199,262	265,125
Accrued Income	-	872,667
Deferred Expenditure	-	38,336
	199,262	1,176,128

8. Creditors

	As at 31 March 2022	As at 31 March 2021
	£	£
Trade Creditors	27,479	416,174
Accruals	46,271	69,790
Taxation and Social Security Payable	13,150	3,375
Salaries	-	80,844
HMRC	-	43,054
Pensions	-	11,754
	86,900	624,991

Trade Creditors are made up of the following:

Doncaster Children's Services	£23,845
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Pause Creating Space for Change

Cash Flow 31 March 2022

9. Restricted Funds

	Opening Balance as at 1 April 2021	Incoming Resources	Outgoing Resources	Balance as at 31 March 2022
	£	£	£	£
Department for Education Children's Social Care Innovation Programme	722,532	29,000	751,532	-
Comic Relief	78,799	36,000	114,799	-
The Andrew and Belinda Scott Charitable Trust	-	100,000	100,000	-
Esmée Fairbairn Foundation	38,672	111,973	130,788	19,857
The Robertson Trust	8,136	38,000	46,136	-
CHK Foundation	55,000	-	55,000	-
Liverpool City Region	-	129,724	129,724	-
	903,139	444,697	1,327,979	19,857

Description of funds

Department for Education Children's Social Care Innovation Programme

Funding to further increase Pause's scale and spread nationally, including the set-up of new Pause Practices and testing new ways of working.

Comic Relief

Funding for the Sharing Voices project which will advance Pause's use of creative tools to support vulnerable women caught in a cycle of repeat removals of children.

The Andrew and Belinda Scott Charitable Trust

Contribution towards Pause Somerset.

Esmée Fairbairn Foundation

Three-year grant to fund development of the 'Next Steps' and Getting Involved programmes and to ensure that women's experiences influence changes in policy and practice.

The Robertson Trust

Two-year grant to fund delivery of a Pause practice in Dundee, plus a grant to fund scoping in Aberdeen.

CHK Foundation

Grant to fund set-up (including scoping exercises in five local areas) and first year delivery costs of a Pause practice in the North East.

Liverpool City Region

The Liverpool City Region income is grants from four local authorities to support two Pause Practices operating across Halton, Knowsley, Wirral and Liverpool.

Pause Creating Space for Change Cash Flow 31 March 2022

10. Taxation

The company is a registered charity and does not undertake non-charitable activities and is entitled to tax exemption by the HM Revenue and Customs.

9. Capital

Pause Creating Space for Change is a company limited by guarantee. In the event of a winding up of the charitable company the Members' individual liability is restricted to an amount not exceeding £10.

10. Related Party Transactions

There were no related party transactions during this period.

11. Net Assets between Funds

	General Fund	Restricted Funds	Total 2022
Current Assets	1,233,075	19,928	1,253,003
Current Liabilities	(86,829)	(71)	(86,900)
	<u>1,146,246</u>	<u>19,857</u>	<u>1,166,103</u>
	General Fund	Restricted Funds	Total 2021
Current Assets	1,616,594	1,235,203	2,851,797
Current Liabilities	(292,927)	(332,064)	(624,991)
	<u>1,323,667</u>	<u>903,139</u>	<u>2,226,806</u>

12. Analysis of changes in net funds

	1 April 2021	Cashflows	31 March 2022
Cash at bank and in hand	1,675,669	(621,928)	1,053,741

PAUSE CREATING SPACE FOR CHANGE

England & Wales - Charity number 1170310

Accounts



(Limited by Guarantee)

Company Registration Number: 09703298

Charity Registration Number: 1170310

**FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2021**



Structure, governance and management

Reference and Administrative Details

Charity Number: 1170310

Company Number: 9703298

Principal office: 209-211 City Road, London EC1V 1JN

Directors and Trustees

The Directors of the charity are its Trustees for the purposes of charity law and throughout this report are collectively referred to as the Trustees.

The Trustees during the year were:

Nat Sloane (Chair)

Almudena Lara (Vice Chair)

Philippa Hill (Treasurer & Chair of Finance Committee)

Katherine Gieve (Chair of Practice Committee)

Aideen Lee (Chair of Development Committee)

Paul Moffat

Ian Thomas

Khatun Sapnara (appointed on 23 Nov 2020)

Vicki Nash (appointed on 23 Nov 2020)

Nimal Jude (appointed on 23 Nov 2020)

Senior Staff

Chief Executive: Jules Hillier

Director of Business Development: Kate Tilley

Director of Communications and Influencing: Clare Laxton

Director of Practice and Learning: Ellen Marks

Professional Advisors

Solicitors

K&L Gates
One New
Change
London
EC4M 8AF

Russell-
Cooke
2 Putney Hill
London
SW15 6AB

Auditors

Moore Kingston
Smith LLP
Devonshire
House
60 Goswell Road
London EC1M
7AD

Bankers

Lloyds Bank
25 Gresham
Street
London
EC2V 7HN

Insurance Brokers

PIB Insurance
Brokers
Southgate House
Southgate Street
Gloucester GL1
1UB

Objectives and Activities

Purpose

Pause's objective, as defined in our governing document, is *"for the public benefit, to prevent and relieve the suffering and hardship of children and families in need, particularly but not exclusively in circumstances where a child is at risk of being removed from the parents' care by order of the courts due to risk of significant harm."*

To do so in particular, but not exclusively, through supporting the provision of a therapeutic relationship with a skilled practitioner providing advice, counselling and intense support to those who have experienced, or are at risk of repeatedly having, their children taken into care and by facilitating constructive relationships with those within their system including partners, family and professionals."

In practice, Pause works with women who have experienced or are at risk of having children removed from their care. We offer an intensive, trauma-informed model of support to women. Since 2013, we have reached around 2,300 women who have had over 7,100 children removed from their care.

This year, Pause launched its new five-year strategy, vision and mission. We believe that children have the right to a safe, secure and loving home and when that can't happen, they sometimes need to be removed into care. A key part of our vision for our 2020 to 2025 strategy is to make sure that women who experience or are at risk of the removal of children into care are given the best possible support, so that it never happens more than once.

In order to work towards achieving this, we will focus on four strategic priorities:

- We will **understand** more about how, why and where repeat removals happen
- We will **deliver** Practice to those who have experienced or are at risk of repeat removals
- We will **learn** with and from people affected by repeat removals
- We will **influence** systems, policy and practice to prevent it happening more than once

This report covers the 2020/21 financial year.

Pause Creating Space for Change

Report of the Board of Trustees 31 March 2021

Activities

Pause Practices

Pause delivers an intensive, relationship-based programme to women who have usually had two or more children removed from their care. This work is delivered in partnership with local authorities or third sector organisations that host Pause Practices and work within the Pause Framework. During 2020/21, the work of Pause Practices across the UK was affected by the global COVID-19 pandemic. Though Practices were able to keep connected with women, face-to-face work and group work were suspended and women were instead supported in other ways.

During 2020/21, Pause had 31 Practices across the UK. We saw the opening of eight new standalone Pause Practices in Bradford, Croydon, Durham, Northamptonshire, Oxfordshire, Somerset, Southampton, Worcestershire, as well as five Practices covering regions – two in the North East reaching six local authorities, two in the North West reaching four local authorities and one in Northern Ireland reaching three health and social care trust areas.

Sadly, we saw the closure of four Pause Practices in Bexley, Croydon, Slough and Wigan. These closures show how challenging the current funding landscape is. All these Practices could demonstrate both local need and evidence of impact, but local authorities are having to make tough decisions about which non-statutory services they can continue in the face of budget cuts and COVID-19 recovery.

The income shown in these financial statements represents only those funds that were received or receivable directly by Pause and over which Pause has financial control. Most Pause Practices will also benefit from other funding streams that do not come through Pause but are provided directly to the local delivery partner.

National support for Pause Practices

Pause provides a wide range of support for each Practice, particularly to develop excellent practice and the sharing of learning. Each Pause Practice is allocated an experienced National Practice Lead who works with the Practice to ensure their work is of high quality and meets the pledges outlined in the Pause Framework. The National Practice Leads facilitate the sharing of knowledge and experience across the Pause network, enhancing Pause's role as a learning organisation. Their role is also to ensure model fidelity and quality assurance.

Practices are supported by the Business Development team, both through the development and delivery of new Practices, and by enabling Practices to define and report the impact of their work and to secure future funding and longevity. Practices are also supported by a Communications and Influencing team, which delivers a range of external and internal communications, leads the Getting Involved participation programme, ensures Pause hears women's voices and experiences and supports them through the Next Steps work. The team also looks to influence policy and practice across the UK.

Pause Creating Space for Change Report of the Board of Trustees 31 March 2021

Achievements and Performance

Making a difference through Practice

At the end of the financial year 2020/21, Pause Practices were working with **630** women (424 women who were on the Pause programme and 206 women who were in the engagement phase). The **424** women on the programme have had a total of **1,267** children removed from their care - an average of 3 children removed per woman. During this financial year 223 women completed the programme. Amongst the women who completed the programme in 2020/21:

- The average age was 29 with a range of 17 to 46 years old.
- 36% experienced periods of care at some point in their life.
- 83% self-identified as white, 6% as black, 3% as Asian and 3% as mixed.¹

The women who work with Pause have faced many challenges in life, leading to complex trauma. They are likely to have experienced a combination of difficulties including domestic abuse, drug and alcohol use, mental ill health and insecure housing. Measuring their achievements can be subjective; the priorities are set by the women themselves and for some, simple changes will make a huge difference. Pause collects a range of data – some from women, some from Practitioners – to assist in understanding and evaluating the impact of the work.

A key tool designed to capture this is the Pause Progress tool, which identifies areas of a woman's life for her to score herself against at set intervals in the programme. For women completing the Pause Programme during 2020/21², significant progress was achieved in all areas as outlined in Figure one.

Figure one: Progress scores 2020/21



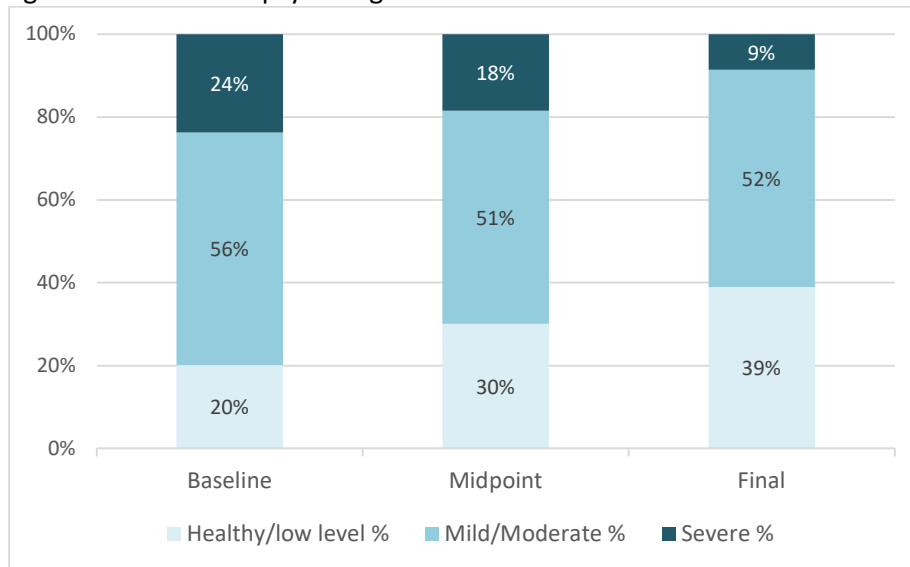
¹ 11 women (5%) did not have their ethnicity recorded.

² Aggregate scores from 220 women who completed the programme between 01/04/20 - 30/03/21 and completed Progress tools. Sample sizes vary at each measurement point, ranging from an average of 185 responses at baseline to 112 at month 18.

Pause Creating Space for Change Report of the Board of Trustees 31 March 2021

Pause also measures the psychological distress of women using standardised CORE-10 questions, a monitoring tool with items covering anxiety, depression, trauma, functioning and risk to self. Figure two below illustrates a significant reduction in severe psychological distress, from 24% of Pause women at baseline (0-3 months into the programme) to 9% at final (18 months into the programme).

Figure two: Levels of psychological distress³

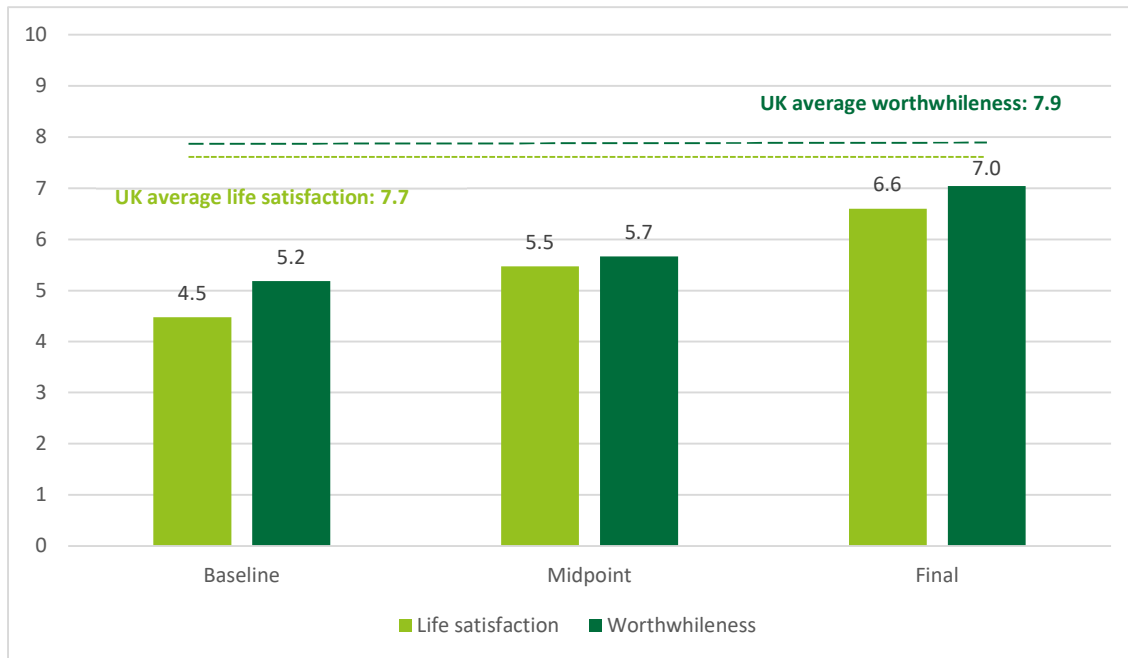


There is also a strong positive change in average life satisfaction and feeling that the things done in life are worthwhile, both of which are personal well-being questions from the Office of National Statistics and have a scale from 0-10. Women have moved significantly closer to the UK average for both measures during their time with Pause, as demonstrated in Figure three.

³ Aggregate data from 169 women who completed the programme between 01/04/20 - 30/03/21 and completed assessments. Sample sizes range from 139 at baseline to 105 at final.

Pause Creating Space for Change Report of the Board of Trustees 31 March 2021

Figure three: Measures of life satisfaction and worthwhileness



Influencing system change

At Pause, we want to make sure that women who experience or are at risk of the removal of children into care are given the best possible support so that it never happens more than once and we have a strategic commitment to influencing systems, policy and practice to this end. This is new work for Pause and during the year we started building the foundations for our influencing work by asking women we work with and Pause Practices what their influencing priorities were.

We published a report on relationships with children which was a key priority for women and Practices. We also launched Pause and Listen, a podcast from Pause, to start to raise awareness and influence change. We developed plans for influencing work next year and aim to continue our focus on relationships with children and ensure we influence the upcoming Care Review of children's social care in England.

Training and development

Pause provides a wide range of training and development for Practice teams and national staff. In 2020/2021, we held 77 online learning events for Pause Practices across the UK. Pause also held its national staff conference online in October 2020 and welcomed 168 delegates from across the Pause network. Next year, we will be implementing further professional development opportunities for Pause people, beginning with a bespoke Leadership development course to support new and emerging leaders across the network, alongside strengthening our anti-racism training plan supported by experts and members of the Black and brown community within Pause.

Pause Creating Space for Change

Report of the Board of Trustees 31 March 2021

Learning from women's experience

In 2020/21, we prioritised involving women in the work we do and moving to online involvement, which really boosted the number of women we could reach. We supported 368 women to take part in Getting Involved activities, at which they had the opportunity to influence Pause and what we do and to stay connected. These activities included:

- Setting up an advisory group of fourteen women to support the work of the Trustees and the national team.
- Attending training on confident communication to develop groupwork skills.
- Influencing changes in local practice. For example, women have met with the local post-adoption team in one area and shared ideas on what could be improved.
- Attending regular activities to stay connected and develop online skills, such as online book club and bingo sessions.
- Contributing to focus groups on Pause projects. For example, a project on contact arrangements and projects reviewing our internal policies.
- Being involved in the recruitment and induction of new members of staff.
- Contributing to external research projects.

Next steps

An additional 165 women who had successfully completed the Pause Programme signed up for a Next Steps service (called Moving Forward in Northern Ireland) in 2020/21, taking the total to 490. Over the year, 311 of them were in touch with their Practices for graduate support, mostly by telephone and text. We recruited four Next Steps Practitioners across the network to test the impact that dedicated roles could have for women and for Practices. We also recruited a Peer Support Officer to work across our London Practices, and one Peer Support Worker in a Practice. Three quarters of women told us that Next Steps had been valuable to them and that they were able to maintain improvements in their well-being and life-satisfaction after completing the Programme.

This year, we have built on the work we did last year reviewing our Next Steps offer to women as they move on from the Pause Programme. We now know that 73% of women access some form of Next Steps support once they have graduated from Pause. We have also co-designed with women three peer support pilots and one Peer Support worker is in post in a Pause Practice. Next year, we hope to put more Next Steps Practitioners in post across the Pause network and to expand our Next Steps offer to include more peer support training for women.

A healthy, happy national team

This year, due to COVID-19, the Pause national team mostly worked from home. It was important during this difficult time to model the work we do with women, for each other. This meant keeping each other in mind, being compassionate with one another and ourselves, and focusing on individual well-being and relationships.

We supported colleagues to purchase equipment that would make home-working more comfortable and effective, and we enabled everyone to keep in touch with one another

Pause Creating Space for Change

Report of the Board of Trustees 31 March 2021

through group “huddles” at lunchtime, encouraging people to send things to each other at home and offering weekly Zoom quizzes and yoga sessions. Small budgets were allocated to sending teams treats or small gifts to ensure they knew that even when not working together face-to-face, they were kept in mind.

We encouraged people to use the Flexible Working policy to ensure that their work fitted around their new home life and supported their mental health. We engaged more external support, including clinical supervision. The Pause Trustees offered a monthly Rest and Recharge Day, during which no one was expected to work and everyone was expected to take time for themselves. When we were able to, we re-opened the office with clear protocols to allow those who wished to work there to do so safely. Our staff survey this year showed that the national team appreciated and welcomed the support we offered during COVID-19.

This year we also trialled a new method of recruitment, to reduce unconscious bias, and started an Anti-Racism group and peer support network for people from Black and brown communities.

Plans for future periods

Following a year of major growth for Pause and the challenges we are seeing in Local Authorities having to respond financially to the impact of Covid 19, 2021/22 will see a focus on preserving Pause’s existing footprint and making sure funding for services is secure. This focus on Practice sustainability will include investment in establishing the evidence base to demonstrate the personal, social and financial impact of the Pause programme. Following a strong start in 2020/21, Pause will continue to build its capacity and capability to influence practice, policy and systems at both local and national level. Drawing on the experiences of women on the Pause programme and insight from Practitioners, Pause will identify those areas in which we believe we can make the greatest difference in pursuing our ambition of removals never happening more than once.

We will build on the growth of our Getting Involved programme and increase opportunities for women to influence our structures and work. We will particularly focus on how women can take part in peer engagement and build this work and consider how we can better involve women in the governance of Pause and with our trustee board. We will draw on the lessons from our review of the Next Steps programme to consider how best to support women who have completed the core Pause programme.

Following recruitment of a team and two Practices going live in 2020/2021 Pause will deliver services directly in the Liverpool City Region and will learn from our experience of this work to consider future opportunities for the employment of frontline teams. We will continue to aim to be an excellent employer, determined to ensure a happy, healthy workplace despite the challenges of the pandemic.

Financial Review

Financial position

During the period, Pause received income of £4,176,850, of which £3,685,375 was from the Department for Education Innovation Fund. Pause incurred £4,983,328 of expenditure of which £2,962,843 relates to the Department of Education Innovation Fund (a further £722,532 of expenditure was carried forward from the DfE grant into 2021/22 specifically relating to the Liverpool City Region) and £649,959 of expenditure relating to the National Lottery Community Fund to enable Pause to expand into Scotland and Northern Ireland, develop our Getting Involved work, develop our Next Steps offer, and evaluate these three strands of work.

Risks and uncertainties

Pause has a risk register which is reviewed by the Trustees on a regular basis. The Risk Register has four sections: Financial, Operational, External and Governance. The Risk and Finance Committee has oversight of all strategic organisational risk and reviews the full Risk Register at every meeting. The board of trustees is given a report on current issues affecting the risk register at each meeting.

During the period of reporting, the key risks considered by the Trustees related to:

- A slowing of growth due to increased financial pressures in local areas and a longer approval process for Practices to open. The long-term impact of COVID-19 should be considered in this context, due to the increasing pressures it may put on local areas.
- The impact of a reduction in income. Pause has an income generation strategy and sustainability plan for Practices and will focus on securing income from a range of funders in the coming years.
- The impact of Practices failing to achieve funding to sustain. Much of the support of the national team is focused around securing this for Practices, particularly through the demonstration of cost benefit at a local level.
- Safeguarding risk. Each Pause Practice is employed by the local delivery host and follows their localised safeguarding policy. Pause has a clear overarching safeguarding and critical incident notification process. We monitor any critical incidents that take place in Pause Practices and report quarterly on these to the Practice Committee. This will change in 2021/22 when Pause began delivering services directly and our own safeguarding policy will be followed.

Although the Pause financial position is stable for at least the next 12 months, it is important to understand the longer-term financial risk faced by Pause if local areas are no longer in a position to support Pause Practices. The Trustees and Risk and Finance Committee regularly review this risk and keep a focus on income generation and projected cash flows.

It continues to be vital to monitor Practices and collect data that will provide assurance of quality and fidelity to the model. As Pause grows and as local areas understand more about Practice, some may want to deliver more in-house. If this happens, there is a risk that in

Pause Creating Space for Change

Report of the Board of Trustees 31 March 2021

some places the model could be diluted and less effective. Pause works with local authorities to spread learning, support wider changes to the way they work with vulnerable groups and improve their understanding of the group of women with whom Pause works in order to mitigate this.

Reserves policy

The purpose of the General Fund Policy for Pause (the Reserves policy) is to ensure the stability of the mission, programmes, employment and ongoing operations of the organisation.

The General Fund (the Reserves) is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding or uninsured losses. The Reserves may also be used for one-time, non-recurring expenses that will build long-term capacity, such as staff development, research and development, or investment in infrastructure.

Reserves are not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. It is the intention of Pause for Reserves to be used and replenished within a reasonably short period of time.

The target minimum Reserve during the year was the equivalent of three months of operating costs. In 2021/22, this equated to £609,106, a figure which includes £225,785 of costs currently covered by restricted funds. In May 2021 the board reviewed the reserves policy and agreed to add an additional amount that incorporated any contracts and ongoing costs. It was agreed as a result that it would be prudent to include an additional £200,000 for these purposes, making a minimum reserve of £800,000 for 2021/2022.

The level of free reserves as at the 31 March 2021 of £1,323,667 exceeded the minimum reserve target. In May 2021, the trustees met to discuss whether some of the reserve should be delegated to support work to develop new services and support the sustainability of Practice. To this end, the Trustees designated just over £600,000 of funds for use over the next three years to projects in these areas.

Structure, Governance and Management

Structure

Pause is a company limited by guarantee and a registered charity governed by a memorandum and articles of association. The usual service model is that through formal arrangements with delivery partners, often local authorities but also sometimes other voluntary sector bodies, Pause delivers Pause Practices. Delivery partners must sign a Practice Agreement committing them to working within the Pause Framework. Pause employs a national team, led by the Chief Executive who reports to the Board of Trustees.

In 2020/21, Pause undertook the direct delivery of two Practices in the Liverpool City Region. This is the first time Pause has employed Practice teams directly, rather than through a delivery partner. To support this development, we have developed a specific governance structure to focus on the direct delivery of services.

Governance

Nat Sloane has been Chair of Pause since February 2019. The Board meets at least four times per year. The Board has three committees which focus on key aspects of performance and make recommendations to the main board. These are the Practice Committee, the Risk and Finance Committee and the Development Committee. These committees are each chaired by a Trustee and also meet at least four times each year. A sub-committee of the Practice Committee has been set up to attend to the governance of those Practices directly delivered by Pause.

Trustees carry out a skills audit on an annual basis and use the results to identify key gaps. Once this is done, if necessary, a search is undertaken for appropriate Trustees to fill any gaps. The Board appoints Trustees directly.

New Trustees undertake a tailored induction programme intended to give them an understanding of the role of Trustee, the work of the organisation and any particular information appropriate for their specific role. Throughout the year, when possible, Trustees are given opportunities to visit Practices and meet with staff and beneficiaries outside the usual governance calendar.

Management

The Board of Trustees delegates operational management of the charity to the Chief Executive with a scheme of delegation outlined in the governance policies. The Pause Leadership Team consists of the Chief Executive, the Director of Practice and Learning, the Director of Business Development and the Director of Communications and Influencing and each leads a team of staff.

Pay is set for Pause staff through a process of benchmarking against other organisations and within the organisation. The Board considers staff pay on an annual basis.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Pause Creating Space for Change 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) including FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

Company law requires Trustees to prepare financial statements for each financial period which 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 the 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;
- State whether applicable UK 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 charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy, at any time, the financial position of the charitable 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 taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on 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. This report has been prepared in accordance with the special provisions of Section 381 of the Companies Act 2006 relating to small companies.

Moore Kingston Smith LLP were appointed auditor in accordance with section 485 of the Companies Act 2006. A resolution proposing that they be re-appointed will be put at a General Meeting.



By order of the Board of Trustees
N Sloane (Chair)
22 November 2021

Independent Auditor's Report to the Members of Pause Creating Space for Change

Opinion

We have audited the financial statements of Pause Creating Space for Change ('the company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The 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

Independent Auditor's Report to the Members of Pause Creating Space for Change

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the trustees' annual report and from preparing a strategic report.

Independent Auditor's Report to the Members of Pause Creating Space for Change

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

Independent Auditor's Report to the Members of Pause Creating Space for Change

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

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

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

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

Independent Auditor's Report to the Members of Pause Creating Space for Change

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



22 November 2021

Luke Holt (Senior Statutory Auditor)

for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London EC1M 7AD

Pause Creating Space for Change
Statement of Financial Activities
(Incorporating the income and expenditure account)
for the year ended 31 March 2021

	Note	Unrestricted Funds	Restricted Funds	Total Funds For the year Ended March 2021	Total Funds for the year Ended March 2020
		£	£	£	£
Income from:					
Grants/Donations	2	12,172	4,164,678	4,176,850	2,467,344
Charitable activities:		634,999	-	634,999	625,635
Total Income		647,171	4,164,678	4,811,849	3,092,979
Expenditure on:					
Raising Funds		-	-	-	-
Charitable Activities	3	760,975	4,222,353	4,983,328	2,235,071
Total Expenditure		760,975	4,222,353	4,983,328	2,235,071
Net Income/Expenditure		(113,804)	(57,675)	(171,479)	857,908
Transfers between funds		-	-	-	-
Total funds brought forward		<u>1,437,471</u>	<u>960,814</u>	<u>2,398,285</u>	<u>1,540,377</u>
Total Funds Carried Forward		<u>1,323,667</u>	<u>903,139</u>	<u>2,226,806</u>	<u>2,398,285</u>

Pause Creating Space for Change Balance Sheet 31 March 2021

	Note	31 March 2021 £	31 March 2020 £
Current assets			
Debtors:	7	1,176,128	330,062
Cash at bank and in hand		1,675,669	2,105,916
		2,851,797	2,435,978
Creditors	8	624,991	37,693
Net Current Assets		2,226,806	2,398,285
Net assets		2,226,806	2,398,285
Capital and Reserves			
Restricted funds	9	903,139	960,814
General funds		1,323,667	1,437,471
Total funds carried forward		2,226,806	2,398,285

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



N Sloane (Chair)
22 November 2021

Pause Creating Space for Change Cash Flow as at 31 March 2021

Statement of cash flows to 31 March 2021

	Year ended 31 March 2021 £	Year ended 31 March 2020 £
Cash Flows from operating activities		
<i>Net cash provided by (used in) operating activities</i>	(430,247)	888,471
 <i>Change in cash in the reporting period</i>	 (430,247)	 888,471
Cash at the beginning of the reporting period	2,105,916	1,217,445
Cash at the end of the reporting period	1,675,669	2,105,916
 Net income/(expenditure) for the reporting period (as per the statement of financial activities)	 (171,479)	 857,908
Adjustments For:		
(Increase)/decrease in debtors	(846,066)	104,400
Increase/(decrease in creditors)	587,298	(73,837)
 Net cash provided by operating activities	(430,247)	888,471
 Cash and cash equivalents at the beginning of the year	 2,105,916	 1,217,445
 Cash and cash equivalents at the end of the year	 1,675,669	 2,105,916
 Cash and cash equivalents consists of:		
Cash at bank and in hand	1,675,699	2,105,916

Pause Creating Space for Change

Notes to the accounts for the year ended 31 March 2021

1. Accounting Policies

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the 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 (FRS 102) (effective 1 January 2015). The Charity is a public benefit entity as defined by FRS 102.

Basis of Accounting

The financial statements are prepared under the historical cost convention and in accordance with applicable accounting standards. All incoming and outgoing resources are dealt with on the accruals basis, unless otherwise stated below. The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

Income

Voluntary income, including grants, is recognised in the period in which the charitable company is entitled to receipt, there is a probability of receipt and the amount can be measured reliably.

Income from charitable activities is recognised as earned.

Going Concern Basis

The Trustees have assessed whether the use of the going concern basis is appropriate and have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties.

The trustees are confident that future funding streams will continue to provide funding for the charity in 2022-23, however at the date of approval of these financial statements these have not been confirmed in writing.

Accounting estimates and areas of judgement

The Trustees have considered the accounting policies adopted and no judgements were required that have a significant effect on the amounts recognised in the financial statements.

Expenditure Allocation

The directors have allocated staff costs on the basis of the amount of time spent by each member of staff in each area of activity of the charity.

Governance Costs

Governance costs relate to the direct costs associated with the constitutional and statutory requirements of the charitable company and include the costs of external audit, secretariat and other constitutional related costs.

Pension Scheme Arrangements

This scheme is with the People's Pension and Pause contributes six percent employer contributions to all staff.

Funds

Unrestricted Funds – These are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Pause Creating Space for Change
Notes to the accounts for the year ended 31 March 2021

Restricted Funds – These are funds which are to be used for specific purposes, as laid down by the donor.

Pause Creating Space for Change

Notes to the accounts for the year ended 31 March 2021

Judgements and Estimates

In application of the Charity's accounting policies, the board is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions which are believed to have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities in the current or prior period.

Financial Instruments

Debtors and creditors receivable or payable within one year of the reporting date are carried initially at their transaction price and subsequently at settlement value. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

Direct costs

These relate to costs directly supporting projects.

Allocation of Support Costs

Support costs are those costs which do not relate to a single activity. This includes salary costs. Support costs have been apportioned between National team costs and Practice costs on an appropriate basis. The analysis of support costs and the bases of apportionment applied are shown in note 3.

Cash and Cash Equivalents

Cash and cash equivalents include: cash at bank and in hand and short-term deposits with a maturity date of three months or less.

Employee Benefits

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

Pause Creating Space for Change
Notes to the accounts for the year ended 31 March 2021

2. Voluntary income

	Year ended 31 March 2021	Year ended 31 March 2020
	£	£
Donations	491,475	569,116
Department for Education	3,685,375	1,295,655
Gifts In Kind (Hackney Learning Trust Desk Space)	-	9,506
The National Lottery Community Fund	-	593,067
	4,176,850	2,467,344
Unrestricted Income (included in Donations above)	12,172	34,450
Restricted Income (see Note 9)	4,164,678	2,432,894
	4,176,850	2,467,344

There are no un-fulfilled conditions attached to any of the government grant funding included above.

3. Charitable Activities

	Direct Costs	Support Costs	Year ended 31 March 2021	Year ended 31 March 2020
	£	£	£	£
National team	649,217	778,620	1,427,837	1,309,711
Grants to Pause Practices	3,082,728	462,384	3,545,112	911,096
Governance Costs:				
Auditors Fees	9,102	-	9,102	10,428
Trustee Expenses	-	-	-	2,589
Professional Indemnity Insurance	1,277	-	1,277	1,247
	3,742,324	1,241,004	4,983,328	2,235,071
Unrestricted Expenditure	274,553	486,422	760,975	35,994
Restricted Expenditure(see Note 9)	3,467,771	754,582	4,222,353	2,199,077
	3,742,324	1,241,004	4,983,328	2,235,071

Trustee travel expenditure

No Trustees were reimbursed for travel expenses during the year. (2020: Six Trustees at a cost of £2,589)

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Notes to the accounts for the year ended 31 March 2021

4. Support Costs (allocated as per staff time)

	Year ended 31 March 2021	Year ended 31 March 2020
	£	£
Salary Costs	1,241,004	1,149,485
	1,241,004	1,149,485

5. Staff Costs

	Year ended 31 March 2021	Year ended 31 March 2020
	£	£
Salaries	1,058,747	981,036
Social Security	118,732	109,661
Pensions	63,525	58,788
Temporary Staff	-	-
Recruitment Costs	33,413	1,061
	1,274,417	1,150,546

Remuneration over £60,000 during 2020/21

Three employees : £60,000-£69,999. (2020: three)

One employee: £80,000-£89,999. (2020: one)

Pension Costs for employee: £5,204 (2020: £5,127)

6. Staff Numbers

The average monthly head count was 22 staff (2020: 22 staff)

	2021 No.	2020 No:
Executive	4	4
Practice & Learning	10	10
Communications	2	2
Business Development	7	6
	23	22

Key management personnel

In identifying 'key management personnel', Pause recognises a large number of roles that contribute to the successful development of a new and changing organisation. Quality of practice and fidelity to the Pause model are essential aspects of the Pause Programme and we have included roles that have the most regular and closest contact with Pause Practices in calculating the cost of Key Management Personnel. Roles included in this period are:

- Chief Executive
- Director of Practice and Learning
- Director of Communications
- Director of Business Development

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Notes to the accounts for the year ended 31 March 2021

- Practice Development Lead for The Nations
- Programme Manager
- National Scoping Lead
- National Practice Leads x4 (2020 x4)

The total key management personnel remuneration including during the year is £731,781. (2020: £698,323)

7. Debtors

	As at 31 March 2021	As at 31 March 2020
	£	£
Trade Debtors	265,125	189,000
Accrued Income	872,667	132,894
Deferred Expenditure	38,336	-
Season Ticket Loan	-	8,168
	1,176,128	330,062

8. Creditors

	As at 31 March 2021	As at 31 March 2020
	£	£
Trade Creditors	416,174	8,654
Accruals	69,790	20,914
Taxation and Social Security Payable	3,375	8,125
Salaries	80,844	-
HMRC	43,054	-
Pensions	11,754	-
	624,991	37,693

Trade Creditors are made up of the following:

Barnardos	£100,000
Somerset County Council	£200,000
Newcastle City Council	£ 70,000
Chesford Grange	£ 29,944
Various	£ 16,230

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Notes to the accounts for the year ended 31 March 2021

9. Restricted Funds

	Opening Balance as at 1 April 2020	Incoming Resources	Outgoing Resources	Balance as at 31 March 2021
	£	£	£	£
Department for Education Children's Social Care Innovation Programme	-	3,685,375	2,962,843	722,532
The National Lottery Community Fund	649,959	-	649,959	-
Comic Relief	54,790	35,000	10,991	78,799
The Emmanuel Kaye Foundation	-	30,000	30,000	-
The Andrew and Belinda Scott Charitable Trust	100,000	-	100,000	-
Esmée Fairbairn Foundation	52,309	164,303	177,940	38,672
The Robertson Trust	3,756	225,000	220,620	8,136
CHK Foundation	100,000	25,000	70,000	55,000
	960,814	4,164,678	4,222,353	903,139

Description of funds

Department for Education Children's Social Care Innovation Programme

Funding to further increase Pause's scale and spread nationally, including the set-up of new Pause Practices and testing new ways of working.

The National Lottery Community Fund

Three-year grant to enable Pause to expand into the home nations, embed user voice (now called Getting Involved), develop a 'Post Pause' offer (now called Next Steps), and evaluate these three strands of work.

Comic Relief

Funding for the Sharing Voices project which will advance Pause's use of creative tools to support vulnerable women caught in a cycle of repeat removals of children.

The Emmanuel Kaye Foundation

Contribution to Core Costs with a specific focus on the Pause People conference.

The Andrew and Belinda Scott Charitable Trust

Contribution towards Pause Somerset.

Esmée Fairbairn Foundation

Three-year grant to fund development of the 'Next Steps' programme and to ensure that women's experiences influence changes in policy and practice.

The Robertson Trust

Two-year grant to fund delivery of a Pause practice in Dundee, plus a grant to fund scoping in Aberdeen.

Pause Creating Space for Change

Notes to the accounts for the year ended 31 March 2021

CHK Foundation

Grant to fund set-up (including scoping exercises in five local areas) and first year delivery costs of a Pause practice in the North East.

10. Taxation

The company is a registered charity and does not undertake non-charitable activities and is entitled to tax exemption by the HM Revenue and Customs.

9. Capital

Pause Creating Space for Change is a company limited by guarantee. In the event of a winding up of the charitable company the Members' individual liability is restricted to an amount not exceeding £10.

10. Related Party Transactions

There were no related party transactions during this period.

11. Financial Instruments

	2021 £	2020 £
Financial assets measured at amortised cost	1,176,128	330,062
Financial liabilities measured at amortised cost	(624,991)	(37,693)

12. Net Assets between Funds

	General Fund	Restricted Funds	Total 2021
Current Assets	1,616,594	1,235,203	2,851,797
Current Liabilities	(292,927)	(332,064)	(624,991)
	<u>1,323,667</u>	<u>903,139</u>	<u>2,226,806</u>
	General Fund	Restricted Funds	Total 2020
Current Assets	1,475,164	960,814	2,435,978
Current Liabilities	(37,693)	-	(37,693)
	<u>1,437,471</u>	<u>960,814</u>	<u>2,398,285</u>