

# CHANGING FACES

England & Wales · Charity number 1011222

## Details

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Status	Registered
Legal form	Charitable company
Company number	<a href="#">02710440</a>
Registered	1992-05-18
Register	<a href="#">View on the Charity Commission register</a>

## Contact

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Website	<a href="http://www.changingfaces.org.uk">www.changingfaces.org.uk</a>

## Activities

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**Objects:** 1) TO HELP THOSE WHO SUFFER FROM FACIAL OR OTHER PHYSICAL DISFIGUREMENT TO OVERCOME SOCIAL, PHYSICAL, PSYCHOLOGICAL, EMOTIONAL DISADVANTAGE BY WAY OF COUNSELLING AND TRAINING IN SOCIAL SKILLS. 2) TO PROMOTE KNOWLEDGE OF THE SPECIAL PROBLEMS ASSOCIATED WITH DISFIGUREMENT THROUGH ALL TYPES OF EDUCATIONAL MEDIUM. 3) TO PROVIDE TRAINING AND ASSISTANCE TO THOSE WHO ARE IN CONTACT WITH DISFIGURED PEOPLE WHETHER SOCIALLY AS RELATIVES OR FRIENDS OR AT WORK OR IN THE COURSE OF SPECIFIC PROFESSIONAL CONTACT OR HEALTH CARE SUPPORT GENERALLY.

**Activities:** Changing Faces supports and represents people of all ages with disfigurements from any cause.

## Classification

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- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability
- **Who:** Children/young People, People With Disabilities, The General Public/mankind

## Geography

- Isle Of Man
- Northern Ireland
- Scotland
- Throughout England And Wales

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,312,021	£1,243,920	£610,596	39
2024-03-31	£1,313,486	£1,300,011	£542,495	44
2023-03-31	£1,238,987	£2,184,003	£529,020	58
2022-03-31	£1,238,012	£1,926,541	£1,474,036	48
2021-03-31	£2,057,632	£1,479,475	£2,162,565	25

## Trustees

Name	Role	Appointed
<b>Helen Kate Pryke</b>	Chair	2024-06-13
Amit Sheth		2024-11-19
Caroline Louise Clarke		2025-07-09
Dr Simon van Eeden		2024-12-18
Elissa Holme		2019-07-16
Monica Gizzi		2021-07-22
Nicholas Lee		2019-07-16
Tiwonge Cohn		2021-07-22

**CHANGING FACES**

England & Wales - Charity number 1011222

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# Accounts

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**CHANGING FACES**

**A Registered Charity  
A Company Limited by Guarantee**

**TRUSTEES' REPORT AND AUDITED FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED**

**31st MARCH 2025**

Godfrey Wilson Ltd  
Chartered Accountants  
Registered Statutory Auditors  
Bristol

Registered Charity number: 1011222  
Company Registration Number: 02710440  
Charity registered in Scotland: SC039725

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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### CHAIR'S INTRODUCTION

I am pleased to introduce our Changing Faces Annual Report for 2024/25. It has been a year of delivery following the changes that we needed to make for financial reasons in 2023/24. We continue to make a significant impact with both our service delivery and our campaigning.

We provided direct services to just under 2,000 people over the year. This is a small reduction compared to 2023/24 due to some gaps in the team which have now been filled. The quality and impact of our services continues to be high with 87% of people who draw on our direct wellbeing and skin camouflage services saying that we have supported them to manage their appearance-related concerns more easily, and with measurable improvements in their wellbeing as set out in the sections below.

Our engagement with health professionals has been lower than in previous years due to our own resource constraints, but we did reach 210 professionals through talks and events and grew our health professional mailing list significantly. In partnership with the Primary Care Dermatology Society, we launched an exciting new online education resource aimed at General Practitioners (GPs). This is a learning tool to help GPs understand the psychological impact of living with a visible difference and guide them in how to support their patients more effectively.

With the support of the [VTCT Foundation](#), we were able to develop hard-hitting proactive campaign approaches, in particular launching our Face For Radio campaign in February 2025. The campaign called on brands and media agencies to better represent people with visible differences in their marketing materials and content. We are enormously grateful to the creative agency, Bravespark, part of the MSQ group, who provided considerable pro-bono support towards making this campaign so successful. We also continued to publish real stories, with 57 of these going out over the course of the year, helping people living with visible differences realise that they are not alone and that help is available.

Through the very hard work of our fundraising team, we have achieved a small surplus of income over expenditure for the year. However, income generation is still a challenge in the current economic climate, and we need to monitor this closely over the coming year to make sure we can continue to stabilise and grow our income. As part of this we are working on further diversifying our sources of income to increase our robustness. I would like to thank all our generous funders who continue to support us and help to make sure we are here for those who will continue to need us in the future. This applies equally to the many trusts and foundations who have supported us not just this year but over a number of years. Similarly, individuals have been especially generous not just in their personal donations but also by participating in fundraising events and personal challenges. We are grateful to all of you.

This has been a year of transition for the leadership of Changing Faces, in particular for the Board of Trustees. Our Chair, David Clayton, stepped down on 1 December 2024 after 9 years leading the Board. I would like to thank David for everything that he did for Changing Faces in his time as Chair, and also for his continuing support now, he is a true friend to the organisation.

We were pleased to have recruited a new Chair, Helen Marshall, but sadly, for personal reasons, Helen wasn't able to continue as Chair after January 2025.

As Deputy Chair, I took up the role of Interim Chair from that point and led on the recruitment for a new Chair during 2025/26. I am delighted that Kate Pryke, our current Deputy Chair, has been

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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appointed as Chair from 13 November 2025. I will step down as a Trustee at that point after more than twelve years on the Board.

We had two further Trustees step down during the course of the year, Andrew Thompson and Bridget Gardiner. They both provided huge support to Changing Faces in their respective areas of expertise, and I would like to thank them for all of their support and inputs.

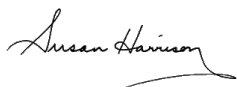
We also had three new Trustees join during the course of the year, Kate Pryke, Amit Sheth and Simon van Eeden, who are all providing very welcome support and experience to the Board.

I would like to thank all of the Board members who have served over the course of the year for their support to me in my role as Interim Chair and to Changing Faces.

I would also like to give a very big thank you to the staff of Changing Faces who have continued to work so hard and with such dedication. They have a huge passion and motivation for our work and the difference that we make for everyone we are here to support. It is not easy to work in the charity sector during times of uncertainty, but our staff truly care about the work they do and the people that we are here to support, and I am always impressed by the impact that we are able to make.

In the year ahead we have a change of Chief Executive, with Louise Wright who joined us in July, taking over from Heather Blake who has led Changing Faces for the last four years. I would like to thank Heather and wish her well for her retirement. We welcome Louise taking us into the next phase of our work.

We have exciting plans including extending our skin camouflage services into Wales, developing a new form of support which will enable us to reach many more people and expand our impact, and some exciting campaigns particularly focused on the needs of children and young people. There is much more below about our impact and our plans for the future, and I hope you enjoy reading about the difference that we continue to make for everyone living with a visible difference.



**Susan Harrison**

**Interim Chair of the Board of Trustees**

**Date: 13 November 2025**

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## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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### OBJECTIVES AND ACTIVITIES

Changing Faces is the UK's leading charity for people in the UK with a scar, mark or condition that makes them look different.

We provide life-changing mental health, wellbeing and skin camouflage services. We work to transform understanding and acceptance of visible difference, and campaign to reduce prejudice and discrimination.

We won't stop until everyone with a visible difference or disfigurement is supported and respected.

### WHY OUR WORK IS NEEDED

*"Bullies became a constant and changing rooms were my worst fear. Comments were made that sought to minimise my presence and discriminate against me. Ultimately, they made me feel worthless and ugly." – Allie, who grew up with scarring from surgery when she was a baby.*

Looking different in a world where there is such pressure to look a certain way presents huge challenges. People with visible differences are vulnerable to isolation, loneliness, social anxiety, and low self-esteem. They often face staring, harassment, bullying and hate crime. They can experience lowered expectations in school, problems getting work and stereotyping in the media.

- Around half of people living with a visible difference say they feel self-conscious or embarrassed about their visible difference, and a quarter say they feel isolated or lonely.
- Half (51%) have experienced hostile behaviour because of their visible difference, and this proportion has increased in recent years.
- Almost half of young people who have a visible difference are bullied at school. 50% of young people say they have witnessed negative behaviour towards a person with a visible difference – like staring, pointing, or saying something nasty to them, or taking a photo of them.

We have also asked the general public about their experience in relation to people with visible differences.

- More than half of people (53%) say they have witnessed, in person, someone with a visible difference being subject to stares, a third (33%) have witnessed negative comments being said, and 34% have witnessed bullying.
- When asked directly, more than half, (54%) say they have found themselves staring at someone with a visible difference.
- More than half (53%) of people agreed that they think popular culture is changing to be more inclusive, but those with visible differences are being left behind.

Taken together this paints a very clear picture of continued anxiety and isolation for many people living with visible differences, in a society where appearance appears to be growing rather than decreasing in importance due to the pressures of social media.

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## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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### HOW DOES CHANGING FACES HELP?

*“My experience with Changing Faces has been amazing! I have met some wonderful people and learned so much about living with a visible difference. I’m truly thriving again! Thank you so much!”*  
Wellbeing Services Client

Changing Faces provides life-changing mental health, wellbeing and skin camouflage services. We work to transform understanding and acceptance of visible difference, and campaign to reduce prejudice and discrimination.

We have two strategic goals which drive all of our work:

- 1. By 2027, everyone across the UK with a visible difference or disfigurement will have access to the support they need.**
- 2. By 2027, we will significantly increase everyone’s understanding and acceptance of visible difference and disfigurement, and reduce prejudice and discrimination.**

2024/25 was the third year of delivery against these goals as part of our five-year strategy. In common with many charities, we have experienced constraints on our income over the last few years due to the current economic climate, and we had to reduce the scale of the charity and our work during 2023/24 to match expected income during this difficult period. At this smaller scale we do not expect to fully achieve our goals by 2027, but we expect to make significant progress towards them and to have put a lot of the tools in place for continued future progress. We have therefore not changed our strategic goals as a result of our more constrained income, as they were based on clear evidence of what would make the biggest difference to our beneficiaries.

Our overall achievement against activity targets for 2024/25 is set out below. We have not met every one of our targets as we are still adjusting to our smaller size, but we are close to target on most of them and have carried out a substantial amount of activity over the year towards the achievement of both strategic goals. We are proud of the difference we have made for so many people living with visible differences.

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REPORT OF THE TRUSTEES for the year ended 31st March 2025

## ACHIEVEMENTS AGAINST OUR STRATEGIC GOALS

### Summary of our year in numbers

<b>Goal 1: Increasing reach and accessibility of support</b>			
	<b>Our 2023/24 result</b>	<b>Our 2024/25 target</b>	<b>Our 2024/25 result</b>
Services have supported clients to manage their appearance-related concerns more easily	87%	85%	87%
Self-referrals to Changing Faces services	3,041	2,794	2,635
Referrals from health professionals	368	260	265
Total unique clients across skin camouflage and wellbeing services (figures for individual services are in the sections below)	2,227	2,029	1,956
Users who have accessed online self-help (either self-help information or peer support through the forum)	127,753	128,000	89,451
Size of health professional mailing list	494	675	591
<b>Goal 2: Increasing understanding and acceptance of visible difference</b>			
	<b>Our 2023/24 result</b>	<b>Our 2024/25 target</b>	<b>Our 2024/25 result</b>
Number of real stories published on the website including case studies from service users and generated as part of media campaigns	49	45	57
Number of users viewing our real stories on the website	55,914	56,000	86,082
National and regional media pieces including the voice of someone with a visible difference	362	160	228
Total size of audience exposed to media pieces	259 million	140 million	132 million
Number of downloads of education resources	3,333	2,500	2,570

We were broadly on track in meeting our targets except for the number of users accessing online self-help which dropped last year. We are addressing that in 2025/26 through developing new content and investing more in Search Engine Optimisation.

## GOAL 1: BY 2027, EVERYONE ACROSS THE UK WITH A VISIBLE DIFFERENCE OR DISFIGUREMENT WILL HAVE ACCESS TO THE SUPPORT THEY NEED

- 1. Continue existing support services, aiming to support as many people as possible at current resource levels**

### Services Summary

Thanks to the dedication and hard work of all members of the services teams, we were largely successful in achieving our Key Performance Indicators, with our reach achieving 96% of target and impact achieving 102% of the target for the year. This was against a backdrop of challenges, particularly staff absence, so is an amazing achievement given the circumstances.

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## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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We worked through the first year of the business plan for the delivery of Goal 1 and, whilst some areas were delayed or put on hold due to either funding or capacity, we were pleased that this was largely achieved.

This year we participated in several projects orientated towards people with a visible difference, run by staff or researchers at the Centre for Appearance Research (CAR). These included a new needs assessment tool for adults, exploring delivery of services to users from ethnic and culturally diverse backgrounds, use of social media to support young people, and sitting on the working party for a new CAR website collating visible difference resources.

We only received one formal complaint with regard to the services this year, in the Wellbeing 1-1 Service. This was addressed and dealt with satisfactorily under our complaints procedure, and via our Incident and Learning Process.

### **Wellbeing Service**

Our Wellbeing services are provided across the whole of the UK, either online or over the phone. Across all of our direct Wellbeing interventions – Support & Information Line (SIL), Peer Group Chat (PGC), One-to-one sessions, and Children, Young People and Family (CYPF) Workshops – we supported **812 individual service users**, comprising children & young people with a visible difference, their parents/carers, and adults with a visible difference. This was alongside delivering presentations and training sessions to teams of health and social care professionals.

### **Support & Information Line (SIL)**

The SIL team delivered a service to **688 unique clients**.

We've continued to work on improving technology and automations to provide a better experience for clients making contact with the charity for the first time. This has been with the support of our valued volunteer administrator.

The SIL service continues to function as both a valuable intervention in its own right, and as a supportive way of assessing suitability for the one-to-one service. We continue to receive positive client feedback:

*"I had a really great phone call, I felt able to speak about my concerns in a safe space and left with the outcome I wanted which was I am now on the waiting list for the assessment for the counselling service."*

*"I was very pleased and grateful that the person I dealt with really listened, was very kind, helpful, patient, with me. I appreciated it very much at a tricky time dealing with acquired facial palsy and all it entails for me. I hope the one-to-one wait passes quickly, wish I could do more to support in return for this wonderful service!"*

Peer Group Chat is an online peer support programme for around 8-10 participants, delivered via Zoom and facilitated by a qualified staff member. We delivered three cohorts of the 8-week programme over the year:

- Summer (May – July 2024)
- Autumn (Sept – Nov 2024)
- Spring (Feb – March 2025)

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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**24 participants** attended the group sessions, of which 21 participants completed at least 4-5 sessions of the programme – an 87.5% completion rate. In the final cohort of the year, all 9 members completed the programme.

This year we focussed on delivering video-based group (via Zoom), as we received less demand from clients for a text-based group.

*“It was so lovely to meet a group of people who could really relate to how I'm feeling. I was pretty nervous before the first session, however within a few sessions I felt like I had my own crew! We connected on a deep level and it helped me feel less lonely. I look forward to continuing these friendships with some of the group.”*

*“Changing Faces has really been helpful in helping me gain a new perspective on my visible difference. It's been a kind, judgement free space that has allowed me to feel safe enough to express myself and the group I was paired with were super supportive with their kind words of encouragement. The way the group and I clicked feels like we were destined to meet. I really am grateful to Changing Faces for creating this safe space for me and others alike, whatever our differences may be. The group sessions have allowed me to feel more positive about my future and has encouraged me enormously to making small changes and small steps that will have a big impact effect on my attitude towards myself and acceptance of my visible difference.”*

We took time this year to review the peer group programme. As we often struggle to get participants, we explored the potential barriers between a person recognising that they would benefit from taking part in a group and feeling ready to take the step to join a group. We know from the feedback comments we receive that it can often take a long time for some to feel ready. Therefore, we are pausing the peer group chat this coming year, and as part of the Online Platform project (explained further below), we will explore options for supported pre-learning modules to guide the readiness process towards joining a group for live sessions.

### **One-to-one counselling and wellbeing sessions for adults, children and young people**

We provided counselling and wellbeing sessions to **146 unique clients**. This was broken down as:

- 41 unique clients in the children, young people & families (CYPF) service; and
- 105 unique clients in the adult (18+) service

The one-to-one service this year experienced a rise in waiting times for the adult service (due to staffing constraints). We worked to mitigate this by introducing qualified sessional practitioners to offer one-to-one service sessions in the short term. We anticipate that the service will be operating with more capacity in the first quarter of 2025/26.

Our Wellbeing Services delivered great outcomes for clients, with 88% of people stating we supported them to manage their appearance-related concerns. 98% of clients were satisfied or very satisfied with the service they received.

We use the Short Warwick-Edinburgh Mental Well-being Scale (SWEMWBS) to measure mental wellbeing before and after our service delivery. This is a validated measurement which is used in a number of mental wellbeing services and allows comparison between services as well as with the wider mental wellbeing of the population as a whole. The difference between average metric SWEWMBS score before and after face-to-face sessions was 2.7, which shows an improvement in wellbeing. 74% of clients reported low levels of wellbeing before their support. After support, this dropped to 25% of clients. Before support, only 5% of clients reported high levels of wellbeing.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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Almost four times as many (19%) had high levels of wellbeing following support from our wellbeing services.

*“The impact my sessions with Dola had on me was immense! I was not expecting the enormous positive impact that has come from having the 1:1 sessions. I now have so many tools to help me deal with things and my resilience has grown too. I now know how to continue growing within myself - this is invaluable... I am so very grateful for Dola helping me in my journey through this.” – Adult client, April 2024*

*“Lisa was excellent throughout, she listened and offered helpful observations which have positively helped me improve my mental health over the last few months.” – Adult client, June 2024*

*“[the most valuable part was] having a counsellor who just understood the struggles of having a visible difference, I didn’t need to explain this as I have previously with more general support services” – Young Adult client, January 2025*

*“Eva was an excellent therapist, giving me time and space to express myself, listening and responding well to what I said. She helped and advised me with my self-care and my self-worth and frequently made me feel valued. I could be myself during our sessions and felt accepted for who I am. She increased my ability to believe in myself.” – Adult client, March 2025*

### Workshops for children, young people and families (CYPF)

This year the team delivered four online psychoeducation workshops – one for children & young people, and three aimed at parents & carers. These reached **72 unique clients**, made up of 13 children & young people, and 59 adult family members.

The children & young people’s workshop session took place in June 2024 for young people aged 10-14 years old, with a focus on transitioning to a new class, year group, or school – looking ahead to the September term. We received a positive response to this being before the end of the summer term, before students broke up for the holidays and lost access to their school-based support. This also meant that young people, along with their families, could think ahead to what support they may benefit from with the transition.

The parents & carers workshops were held once per school term, with the same content being repeated at three points during the school year to make it accessible for parents & carers with work and/or family responsibilities to find a date they could attend.

This year we encouraged multiple members per family to join a workshop, to reduce the expectation on one family member to disseminate the information or make efforts to influence the behaviours and attitudes within the wider family. We met with each family prior to the event, to check in, discuss access needs and answer any concerns or queries.

The opportunity to hear from a guest speaker sharing aspects of their life story from their childhoods continued to be the most appreciated aspect of the workshop sessions. The guest speakers also shared the positive impact of being able to reach the parents & carers of children with a visible difference, including Kate from our March 2025 event:

<https://www.changingfaces.org.uk/story/changing-faces-workshop-for-parents-blog/>

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## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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*“Fantastic session, my daughter was very energetic and positive afterwards and discussed the topics again with me (mum), wanting to practice some of the techniques with me. She also felt that she was not so alone in her thoughts and feelings and felt comforted that others were experiencing some of the same things.”* – Parent of a CYP Workshop attendee, May 2024

*“I found the part where we discussed tools for answering difficult questions because it is something I have struggled with before and now I have a method for dealing with it”* – CYP Workshop attendee, May 2024

*Such a brilliant experience and I can only say I wish I had done it sooner.”* – Parent & Carer Workshop attendee, June 2024

*“Oh my goodness the interview with Kate was just amazing - she was so inspiring and I felt very emotional hearing her talk. It gave me hope. It also made me feel that I can support my child. Very useful!”* – Parent & Carer Workshop attendee, March 2025

### Online Community Forum

Our Online Community is a moderated chat forum which allows users to connect with each other for support as well as viewing posts by others. Activity on the forum reduced this year, matching an overall trend recognised by our platform provider, Health Unlocked, mainly influenced by changes in traffic from Google to Health Unlocked community forums. The busiest month was May 2024 with 639 activity sessions, down to 241 in our quietest month of November 2024. We have, however, noted a slight uptick in activity from December 2024 to March 2025.

This year we sadly said goodbye to one of our active volunteer ambassadors, who had been a key contributor in the online community. In the coming 2025/26 year, we will be developing a new dedicated volunteering role to support the moderation & engagement of the forum.

Although the majority of our online community members are registered as living in the UK (66.48%), we also attract members from USA, Canada, India, Republic of Ireland, Australia, Philippines, France, Germany, Singapore, Sweden, Spain, and Russia.

### Self-help advice and guidance and Website updates

The Wellbeing team worked with colleagues from Communications and Campaigns to promote opportunities for people with a visible difference to share their stories. We also provided emotional wellbeing & safeguarding support for people publishing a Real Story or applying to become a campaigner. Service users from the one-to-one counselling service, Peer Group Chat, and the workshop sessions were able to share their experiences of receiving support via the Real Story section of our website.

This year 89,451 active users accessed our online advice and guidance pages, approximately 75% of target. The most popular pages were:

- *Why Do People Stare at Me?* (10478 users, 12543 views, 43.95% engagement);
- *Effects Of Physical Appearance on Self-Esteem* (10215 users, 13,993 views, 49.27% engagement); and
- *What To Do When Someone Comments on Your Appearance* (5,772 users, 7,166 views, 43.92% engagement)

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## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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We supported the Digital Manager with the review of search engine optimisation (SEO), content & website traffic, so that more people are able to find our online advice and guidance. The aim is for the team to review/refresh all advice & guidance in the coming year, as well as creation of several new condition-specific pages (due in Q1-Q2).

### **Online Platform**

Our three-year Goal 1 Business Plan included plans to extend our reach, by developing a new product to offer people with a visible difference who may wish to engage with support in a different way. Whilst it is very challenging to estimate the number of people with a visible difference who need support, based on our own research and that of other available research, we have estimated that there are between 500,000-800,000 people living in the UK with a visible difference that could benefit from some form of support or intervention. This led to a proposal for the development of a new digital tool, an Online Learning Platform.

The Online Learning Platform will include a range of self-help and educational modules aimed at improving confidence, self-esteem, general wellbeing and coping strategies for people with a visible difference. Modules would include interactive topic-based step-by-step tools, workbooks, videos, blogs and vlogs, allowing people to access support in a personalised way. We would also introduce topic-based peer-to-peer events to enable people to connect and share with each other.

We have done desk research to examine use of existing learning platforms in a variety of settings, including the use of Recovery Colleges in the NHS and other organisations using a similar approach – including Beat, Alzheimer Scotland, The King's Fund, and the Mental Health Foundation. Currently we are seeking funding to move on to the next stage of developing this approach.

### **Skin Camouflage Service**

*“Very good service that I would recommend to anyone with any skin condition, in my case my acne rosacea has been present for years and has prevented me from doing many things such as going out with family and friends due to confidence issues and anxiety, using the service has enabled me to go out without feeling anxious about people looking at my skin or making comments, something which has happened in the past, but no more! Very grateful there are services such as Changing Faces, thank you again!”* Adult male client

### **Service Reach**

The Skin Camouflage Service is provided in England and Scotland, and we are planning to expand into Wales as set out below. In England there is part-funding from the NHS which covers around a third of the cost of the service and is arranged via a Non-Contractual Agreement which enables us to invoice Integrated Care Boards for appointments delivered. In Scotland we have separate agreements with a number of Health Boards which contribute towards the cost of the service but is generally a far lower proportion than that obtained in England and only covers some areas. This year, the Skin Camouflage Service supported a total of 1,263 people – 1,083 people in face-to-face appointments and 180 clients in online sessions.

*“The practitioner I visited was truly exceptional! She took her time to carefully match the right colours for my discoloration and patiently guided me on how to apply them. She went above and beyond and was highly professional. I cannot thank her enough.”* Adult female client

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*“The consultant was lovely, very professional, approachable and empathic. The products covered my neck Radiotherapy scar completely and also helped with my skin cancer scar on my nose. I would strongly advise anyone wanting support in camouflaging their scars to use this free service.”*  
Adult female client

*“(the Practitioner) is an amazing human who was kind and patient in helping me find my colour match. With an Asian skin tone with so many different colours tones she has given me the confidence to start my camouflage journey.”* Adult female client

We are pleased that our Skin Camouflage service has exceeded the expected expectations in service delivery for this year. There have been many complications throughout this period, and we would not have achieved these results without the hard work and dedication of our amazing Skin Camouflage Practitioners and Coordinators.

### Service Impact

The Skin Camouflage Service delivered great outcomes for clients, with 86% of people stating we supported them to manage their appearance-related concerns. 95% of Skin Camouflage clients were satisfied or very satisfied with the service they received.

The difference between average metric SWEWMBS scores (defined in the Wellbeing section above) before and after face-to-face sessions was 1.6, which is significant. 48% of clients reported low levels of wellbeing before their session. After a skin camouflage appointment, this dropped to 32% of clients. Before support, only one in five skin camouflage clients (19%) reported high wellbeing scores. This increased to almost one in three (31.3%) after their appointment.

*“(the Practitioner) was extremely helpful and put my son at ease immediately. The skin matching was excellent and he has come away incredibly positive after years of feeling self-conscious about his birthmark.”* Parent of a young person with a visible difference.

### Skin Camouflage Development

#### Expansion of Skin Camouflage into Wales

Our planned expansion of skin camouflage services into Wales has been a rollercoaster journey. The backdrop of this is that NHS Wales agreed that Changing Faces was the chosen provider of Skin Camouflage Services in Wales in May 2023. However there have been delays in moving this through to agreed set-up and service delivery. With the support of dedicated and tenacious dermatologists on the ground in Wales, discussions have moved along considerably, and we signed a contract with the Joint Commissioning Committee arm of NHS Wales in June 2025. We are now in the project set-up phase and will begin delivery in January 2026.

We also secured a £35k grant from the Moondance Foundation for year 1 of this project which taken together with the NHS funding will mean that all additional costs of delivering this service are covered. There is also potential for Moondance to continue supporting the service in future years if the pilot is successful.

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### Remodelling the service and training review

Following an exploration of options for remodelling the service, we agreed to focus on our expansion into Wales, and using this model of approach as a testbed for future delivery.

We also reviewed our existing training programme and decided to load more of the training up front in the practical course, by expanding this to a three-day programme, with a shortened mentoring phase. This is more cost effective and considerably shortens the period of time from trainee practitioner to fully qualified practitioner delivering in clinic.

### Exploring external training offer

We also looked into the feasibility and cost-effectiveness of setting up an external training offer delivering skin camouflage training to health care professionals and others. In conclusion, we agreed to a low-level pilot to test out delivering this to a small number of trainees, as part of our existing practitioner courses over the next year.

### **Volunteer Recruitment**

To help alleviate the pressure of day-to-day enquiries on the skin camouflage co-ordinator team, we recruited two volunteer staff members to support the team. Interviews for these roles were completed in March 2025, with plans to begin training and onboarding our two new volunteers early in 2025/26.

## **2. Engage health professionals**

Our goals for engaging health care professionals (HCPs) are to:

- Raise Changing Faces' profile with HCPs;
- Increase referrals from HCPs to wellbeing and skin camouflage services; and
- Educate and inform HCPs about the mental health and wellbeing concerns that many of their patients face, as a result of their visible difference.

Our current strategy prioritises GPs and dermatology professionals, with some work on widening engagement to include maxillofacial clinicians. We had planned to recruit a new Health Professional Engagement Officer halfway through the year, but funding restrictions meant this was delayed until the next financial year. However, we still managed to deliver several events and grow the HCP mailing list, despite not having this member of staff to lead on this work.

Key events during the year included:

- **June 2024:** Delivering training as part "Staring and Stigma: Let's Address It" session to dermatology professionals; a joint initiative by Guys & St Thomas' NHS Foundation Trust and the St John's DermAcademy;
- **September 2024:** Talking about our services to Eastbourne District General Hospital MaxilloFacial & Orthodontics Teams;
- **October 2024:** Delivering training as part of the Clinical Dermatology Care Course 2024 by St John's DermAcademy;
- **October 2024:** Talking about our services to Southampton University Hospital, Dermatology Team;

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- **November 2024:** Delivering training to 60 trainee GPs at Guy's Hospital for Lewisham and Guys GP Speciality Training Schemes (part of South East London NHS Trust);
- **December 2024:** Talking to the Chelsea Centre for Gender Surgery at the Chelsea & Westminster Hospital NHS Trust; and
- **March 2025:** Talk to the Medical Assessors Team for CFG Law Firm.

The talks and training sessions reached around 210 health and social care professionals.

We grew our HCP mailing list by 97 (from 494 at the start of the year to 591 by March 2025). Three newsletters went out during the course of the year with links to our information and services, upcoming events and new research. We also consulted the network about interest in the external skin camouflage training, with a good level of engagement.

In November 2024, our [online education resource aimed at GPs](#) was launched on the Changing Faces website and in December 2024 on the Primary Care Dermatology Society website. This is a new learning tool to help GPs to understand the psychological impact of living with a visible difference and guide them in how to support their patients more effectively. From launch to the end of the financial year, the resource was accessed 137 times and completed by 21 professionals.

## **GOAL 2: BY 2027 WE WILL SIGNIFICANTLY INCREASE EVERYONE'S UNDERSTANDING AND ACCEPTANCE OF VISIBLE DIFFERENCE AND DISFIGUREMENT, AND REDUCE PREJUDICE AND DISCRIMINATION**

### **1. Continue work to build a stronger voice for people with visible differences**

We are relentless in ensuring that our communications and campaigns activity reflects the hopes, and experiences of our community. We challenge inappropriate views and behaviours where we find them and raise a cheer for those people and organisations who embrace our vision of a society where people with a visible difference can be the people they truly want to be, free from discrimination or fear.

The engagement of our Ambassadors, Campaigners, supporters and the wider community is vital in meeting our vision, without which we cannot work to reduce stigma and intolerance and promote a more just and inclusive society.

Throughout 2024/25, we have worked to develop and then implement the communications and campaigns strategy, with associated planning, and in November 2024 completed the recruitment of a digital manager. This now gives us a full staff team of four people, with the additional input where needed of the CRM and Impact Manager.

We have enjoyed numerous successes throughout the year, including:

- The recruitment, induction and mobilisation of a new cohort of 21 campaigners to support our communications and campaigns activity;
- The launch of a Face for Radio in February 2025 – a major campaign that secured significant coverage across a range of media which called on major UK brands to feature more people with a visible difference; and
- Our Ambassador Rob Rhodes featured on BBC Breakfast with our Chief Executive talking about his experiences in the film industry and as someone with a visible difference.

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*"I've loved connecting with others in the visible difference community and working together to campaign for change. I've had some incredible experiences that I'd have never had without the programme, like speaking at a conference and being in a photoshoot. I'm leaving the programme a much more confident and inspired person and I could not be more grateful." – Bronwen*

Cohort 4 of our campaigners retired at the end of October 2024, with cohort 5 joining us in November 2024. We have introduced a pre-programme survey which asked campaigners their goals for the programme and their confidence levels in key campaigning skills, such as public speaking and media work. This will enable us to support their development needs and see their growth as they go through the programme.

We continue to carry out regular training for our campaigners. Cohort 5 have already undertaken social media and media training. The media training was carried out in person and included practice interviews which were filmed and feedback given.

In 2024/25, we shared 57 new real stories on our website which between them had 86,082 unique page views. We also had 228 media hits which included the voice of people with lived experience. The reach of this coverage was over 131.9 million.

## 2. Campaigns and influencing to address strategic themes

### Face Equality Week

During Face Equality Week 2024, we celebrated the theme #MyFacelsAMasterpiece.

Activity on social media included spotlighting the talents of our campaigners in a creative photoshoot. From ballroom dancing, singing and drumming to crochet and sewing, it highlighted that appearance doesn't impact our campaigners' abilities, talents and passion for life.

During the week we also shared a video showcasing the creativity of our campaigners and real stories from the community.

The photoshoot and campaigner Stacey's story received the most engagement on social media, with the photoshoot getting over 650 likes on Instagram, and Stacey's story achieving over 770 likes on Instagram. The photoshoot was also well-received on Facebook, achieving over 610 likes.

The celebratory tone of the campaign was welcomed by our campaigners and warm audience, but it did limit wider cold-audience activity due to the absence of a hard-hitting campaign or issues-focused message.

### Halloween

For Halloween 2024, we initially aimed to call out major supermarkets for stocking items that perpetuate the association between visible differences and evil. However, after browsing the Halloween stock, we couldn't find enough to make a strong case. While this is positive in terms of our cause, as we've seen items like this in supermarkets in the past, it did mean we had to pivot the campaign.

Instead, we visited high street shops where we found a considerable amount of concerning makeup and prosthetics. Our ambassador Laura spoke on BBC Radio Essex about the problematic nature of these products, encouraging people to carefully consider what they dress up as for Halloween.

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On social media, Changing Faces shared content continuously across the Halloween period that emphasised that using makeup or prosthetics to replicate visible differences can perpetuate harmful stereotypes. Content included candid video conversations from parents like Gemma, mum of Finley, and ambassador Laura – our roving reporter live from the high street, where she took interest in large brands that sold prosthetics that replicate scars and burns. Our content reached 143,000 accounts.

### A Face for Radio

To support the achievement of our Goal Two objectives and target cold audiences (those who share our values but may not be familiar with Changing Faces or visible difference) we planned and delivered the Face for Radio campaign. We know that high profile brands and broadcasters can amplify our vision and send a compelling message of support to the visible difference community. The campaign called on brands and media agencies to better represent people with visible differences in their marketing materials and content. The goal was for brands to sign the [Changing Faces pledge](#), which showed their commitment to greater representation.

Creative agency, Bravespark, part of the MSQ group, provided considerable pro-bono support, and without their efforts, the campaign would not have been so successful. Activity included a photoshoot carried out by award-winning photographer Stephanie Sian Smith, alongside a powerful campaign video which was received very well by the media. We achieved 46 pieces of coverage in total, including 39 broadcast interviews (e.g. BBC Scotland, Good Morning Britain, Free Radio, BBC Radio London) and seven marketing trade pieces (e.g. The Drum, Campaign, Little Black Book). The reach of this coverage was 16.7 million.

A Face for Radio also flew on social media reaching over 1.25 million accounts across our social media channels. We saw 15 pieces of content in one week, triple our usual outputs, thanks to collaboration post efforts from Changing Faces campaigners and ambassadors.

We also had great media coverage from Good Morning Britain, who shared a video of Campaigner Crystal Marshall's interview on their social media and [collaborated](#) with Changing Faces. This gained over 500k views.

Our launch film saw some celebrity support including likes and shares from Jono Lancaster, Julia Bradbury, Amy Poehler's smart girls and Leigh-Anne Pinnoch, as well as many social media influencers and content creators.

Overall, across the week, we gained 1.5k new followers on Instagram.

The Changing Faces Pledge was an integral part of the campaign, encouraging brands and others to publicly commit to featuring more people with a visible difference in their marketing and advertising. To date we have received approximately 45 signatories and hope to sign up further brands as the campaign remains live.

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## STRATEGIC ENABLERS TO SUPPORT ACHIEVEMENT OF BOTH GOALS

### 1. Growing our income

In the financial year 2024/25, we raised income of £1,312k, against a target of £1,397k. Despite not fully achieving our fundraising target, we achieved a great deal of success particularly against the backdrop of a challenging economic climate and increased competition for funding.

We would like to express our sincere appreciation to NHS England and several Health Boards in Scotland for their continued support throughout the year to our skin camouflage services, corporate supporters, trusts and foundations have continued to support our work generously. In particular, we would like to highlight the support of:

Amateurs Trust, City Bridge Foundation, The Eveson Trust, Frank Litchfield Charitable Trust, Garfield Weston Foundation, the Henry Smith Foundation, the Highway One Trust, The National Lottery Community Fund, Matchroom Sport Foundation, the Miller Trust, P F Fleming Charitable Trust, St James Place Foundation, the William Grant Foundation, Wolfson Foundation and The VTCT Foundation.

Our goal for the year 2024/25 focused on three key areas:

**Continued development of Trusts and Foundations:** We maintained our efforts on Trust and Foundations fundraising, particularly focusing on nurturing our existing relationships, whilst seeking out new opportunities. During the year, we were successful in achieving £979k of funding from trusts and foundations, a surplus compared to budget. We are very grateful to our long-standing partners who have been flexible in their approach to funding to allow us to spend the money where it is needed most.

**Developing our major donor and legacy proposition:** We recognise the importance this group of individuals brings to Changing Faces, both in terms of monetary support but also as advocates for the cause and influencers within their own network. We developed our first case-for-support which has been well received by existing and prospective donors. In 2025/26, we are also preparing to launch a new Volunteer Fundraising Group to further engage with our donors and their networks. We have also made great strides forward in developing our legacy proposition. In 2025/26 we will be launching a new Legacy Guide, webpages and proposed marketing plan to further drive income from legacy gifts.

**Maintaining our individual giving programme and growing income from community and challenges:** The challenging economic climate resulted in a difficult year for individual giving, however, we were able to maintain our individual giving programme, and we have begun steps towards creating a comprehensive stewardship plan to allow us to focus on growing income sustainably. We grew our income from Community and Challenges, particularly via our brilliant team of London marathon runners who collectively raised £40k, including Gift Aid, for Changing Faces. In addition, we also saw fantastic fundraisers take on a variety of challenges from Tough Mudders to head shaves to half marathons and much more.

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### Looking ahead to 2025/26

As we look forward to 2025/26, we will:

- Continue to focus our efforts on trusts and foundations fundraising, particularly securing multi-year commitments and focusing on unrestricted funding, where possible;
- Grow our corporate partnerships income, an income stream with untapped potential for Changing Faces;
- Maintain our individual giving programme and continue to grow income from community and challenges;
- Launch our legacy giving programme; and
- Launch our Volunteer Fundraising Group to grow philanthropic donations.

## 2. Raising awareness

Throughout 2024/5 we have positioned Changing Faces as central to the visible difference community, raising awareness of the charity alongside our cause. We also continued to run our 'always-on' digital marketing activities which includes an email marketing programme, organic social media (and some paid social media ads), and both organic and paid search engine marketing, including the Google Grant.

Over the year, our Google Grant campaign delivered impressive results, generating more than 440,000 impressions and 38,000 clicks. This activity brought an additional 32,000 users to our website and led to nearly 900 meaningful conversions, including longer or repeat visits, resource downloads, and completed service referral forms.

Email campaigns remain a vital part of our digital strategy. Our monthly supporter newsletter reaches over 11,500 subscribers, sharing a wide range of updates and stories. In addition to this regular communication, we sent targeted, topic-specific emails throughout the year to deepen supporter engagement. We're also actively testing improved audience segmentation, which will enable us to deliver more personalised content tailored to individual interests.

## 3. Organisational health

### Our team and our values

2024/25 has been a much more stable year for our team following the financially driven restructuring that we needed to make the previous year. We have continued to run our staff survey, with three surveys undertaken over the year, and these have shown consistently strong morale in the team, in particular around alignment of our team's personal values with the charity's vision and values.

We have continued to develop our approach to staff engagement based on the feedback we receive from these surveys, and from an additional survey we carried out in December around working arrangements. In particular we have continued to prioritise good internal communications, critical for a team working fully remotely, with fortnightly updates on key developments, regular virtual all-staff meetings and three in-person Team Days over the year. We also have regular online social catch-ups to give people a chance to have a break from work, and an online book club started at the initiative of one staff member.

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We are enormously proud of the commitment of the staff team to our clients and beneficiaries, and to each other, and would like to thank all staff for their dedication and hard work.

### **CRM (Customer Relationship Management) and website**

The website is a key point of access to support and advice by people with a visible difference and this year developments have included:

- The introduction of accessiBe, an AI-powered accessibility solution that helps make our website more accessible to people with disabilities;
- Commenced a review of our advice and guidance section, to improve SEO performance; and
- Expanded our stories section to include a diverse range of personal experiences from people with visible differences. Stories help website users understand the issues people with visible differences experience and demonstrate the real-world impact of our support.

Like most charities, we use a CRM system to manage our data and help make the experience of our supporters and clients as smooth as possible. Building on investment in previous years, we have continued to use data and research to optimise our digital platforms, improving user experience and driving organisational efficiency.

For our Customer Relationship Management (CRM) software, the key changes have included:

- Launched new iteration of our skin camouflage service practitioner app (integrating with CRM records);
- Working with services teams to update recording processes – both directly within the CRM and through use of workflow forms and automations;
- Validation and cleansing of contact records;
- Introduced new live address validation for CRM-linked forms;
- Initiated a review of the Fundraising team's use of Salesforce, beginning to scope for an integration with iRaiser, our donation platform;
- Installed Nonprofit Support Pack to facilitate future development;
- Scoped out new Campaigner evaluation record types, to be implemented following testing of questions with current cohorts; and
- Continued working on 'business as usual' updates and administration to ensure platform meets security and useability guidelines.

### **Tracking achievement of strategic goals, in-year KPIs and evaluation of our impact on beneficiaries**

We have further improved collection and monitoring processes across the organisation, whilst improving staff access to reporting features to allow for greater self-servicing of data. We have:

- Continued working across teams to improve evaluation response rates for our support and campaigner programmes;
- Created new CRM reports to assist services teams to monitor outcomes of support;
- Introduced several new KPI lines covering our social media work, to better showcase and monitor our reach and engagements with online communities;
- Produced top-level impact report for 2023/24 and devised format for 2024/25; and
- Improved planning process where fundraising applications and reports need data.

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### Safeguarding

In 2024/25, we saw a rise in the number of safeguarding issues amongst clients. There were two incidents requiring external escalation to the local safeguarding team or an ambulance, and 31 safeguarding concerns, including five which required us to have a discussion with a client's GP or another health professional. By far the majority of our safeguarding concerns are with adults experiencing thoughts of suicide or self-harm.

The Safeguarding Team met every two months to review and discuss safeguarding cases raised and to learn via a reflective practice process. The Head of Safeguarding has also met with the two Service Managers to discuss any safeguarding business every two months.

We carried out our annual update of safeguarding policies and procedures from August to October 2024, ratified by trustees in January 2025, and all staff and Trustees refreshed and signed their understanding and agreement to these by mid-March 2025. We also carried out a Board training session on safeguarding in July 2024 and two interactive level two safeguarding training sessions for relevant staff in March 2025.

### Premises and ways of working

During 2024/25 we have been working fully remotely, with the exception of our face-to-face skin camouflage clinics. We supplement our fully remote model by taking steps to ensure that teams can maintain regular contact. This includes three to four all staff away days each year ensuring teams can come together, celebrate successes and learn from each other, and the ability of some teams to come together in person more frequently as needed. We have made use of free spaces available to us from various contacts including corporate partners and are very grateful to partners for enabling this.

In the later part of the year, we reviewed the position to consider if we should return to some form of office or service base. Our financial situation is more stable but is still quite tight, so we have decided to stay with our current way of working for at least a further year. We will consider our future approach during 2025/26.

### Equality, diversity and inclusion

As a charity whose mission and vision are to build a fairer and more equal society for everyone, we are absolutely committed to being a fair, open and inclusive organisation delivering services that consider the needs of all members of our community. Our clients and community are welcomed irrespective of faith, race, culture, nationality or sexual orientation. We monitor protected characteristics such as gender, ethnicity, disability and age. We are also looking to introduce questions to monitor socio-economic background, and will be trialling this in the forthcoming year, alongside expanding our use of reporting on Indices of Multiple Deprivation (currently only linked to the Scottish IMD within our CRM).

As an example, in relation to ethnicity we captured data for 77% of clients seen. 'White British or other' was the largest ethnicity group (60%). This is a smaller proportion than the 2021 census for England and Wales, where 81% identified their ethnic group within the high-level 'White' category. The next most common higher-level group was 'Asian/Asian British' (20%), which is larger than the 9.3% recorded in the 2021 ONS census. The variability in our service provision likely accounts for

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some of this, as we have a much higher proportion of clients from more diverse areas of the country (e.g., London), and fewer from areas where there is less diversity (e.g., Wales, Northeast England).

People with visible differences can face deep discrimination and challenges because of both their appearance and other protected characteristics such as race, disability and class. Within our most recent survey for people with a visible difference, we found that those from global majority communities were significantly more likely to have experienced hostile behaviour as a result of their visible difference<sup>1</sup>, and those identifying as Asian/Asian British were less likely to have felt supported when speaking to their GP<sup>2</sup>. Our services and campaigns look to recognise the intersectional challenges and impacts of living with other protected characteristics and visible difference on mental health, wellbeing and discrimination.

Equality, diversity and inclusion were central to the development of our strategy, and inclusion is one of our organisation's values. We continue to work hard to embed this across everything we do, whether that is recruitment of staff or campaigners or working to ensure our services are as accessible as possible. In recruiting our most recent cohort of campaigners, and in selection of case studies and stories to share, we set out to find a broader array of voices than those who are more frequently represented. Our plans for future service development, set out below, focus in particular on increasing the reach and impact of our Wellbeing support for many people who are unable to access it at the moment.

## LOOKING AHEAD – PLANS FOR 2025/26

Our plan for 2025/26 is driven by a tight financial position, but we started the year in a better place than the last two years due to a lot of hard work on our structure, income generation and financial monitoring. We still need to keep a very close eye on this and take action if needed to ensure our ability to continue our work. Our income strategy projects a significantly better year in 2026/27, so our aim is to manage our finances closely this year to get through to that better position and make the best use of our resources this year to deliver against our strategic goals.

This does not mean that we will just freeze everything in place. We have some exciting plans for increasing our reach and impact that can be delivered within our current financial envelope, including new projects and improving the efficiency of our existing service delivery. We are also planning more high profile and proactive campaigning activity for 2025/26, building on the strong progress we made in 2024/25 through the Face For Radio campaign. These plans are set out below.

We must also continue to make sure that those areas which enable us to work towards our strategic goals – our fundraising, digital capability, finance and HR capability, and IT systems including cyber security – are supported and recognised for their critical importance.

This is a year where Changing Faces will see a transition in both the CEO and Chair positions. This business plan and the governance arrangements in place to oversee its delivery will help to provide

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<sup>1</sup> Overall, those identifying as Asian/Asian British (79%), Black/Black British (74%), Mixed (76%) were significantly more likely than those identifying as White (44%) to have experienced hostile behaviour as a result of their visible difference.

<sup>2</sup> People identifying as Asian/Asian British (16%) are half as likely to have felt supported by their GP than those identifying as White (32%), and almost half as likely to feel that their GP understood their visible difference (12% vs 23%).

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clarity and continuity through the transition process, alongside a strong Senior Management Team, staff team and Board.

For our first strategic goal of **everyone across the UK with a visible difference or disfigurement having access to the support they need**, our plans for 2025/26 are to:

- Set up and pilot a Skin Camouflage Service in Wales;
- Keep the Skin Camouflage Service in England and Scotland at a similar overall size;
- Remodel our skin camouflage training and open up to those outside Changing Faces as a pilot;
- Maintain our current wellbeing services at a similar size overall but move resource from Peer Group Chat and Workshops to our 1:1 counselling service to enable us to reduce the size of the waiting list;
- Subject to funding, develop and test an Online Learning Platform, a new approach to significantly increase the reach and overall impact of wellbeing support; and
- Continue building health professional relationships and networks, as resources allow.

For our second goal of **significantly increasing everyone's understanding and acceptance of visible difference and disfigurement, and reducing prejudice and discrimination**, our plans are to:

- Continue to develop and promote real stories, ensuring people with visible differences hear about others' experiences and feel part of a community;
- Implement new campaigns for both warm and cold audiences on at least a quarterly basis;
- Build on the success of our recent Face for Radio campaign, promoting representation of people with visible differences in the advertising and marketing of major brands;
- Reinterpret and relaunch our I Am Not Your Villain campaign;
- Carry out new research including updating our research on the experiences of children and young people with visible differences; and
- Update our social media strategy for a rapidly changing environment.

Throughout the planning and delivery of this work, our focus remains clearly on the difference we are making for individuals living with visible differences now, and the difference we will make for everyone in the longer term by changing attitudes and increasing the understanding and acceptance of visible difference. Our strategic review showed that we can only achieve our goals by working in partnership with others, and we are enormously grateful to everyone working with us to make the difference that is so badly needed.

## FUNDRAISING STATEMENT

Changing Faces remains dedicated to the pursuit of its charitable objectives, aiming to benefit of all people living with visible difference. Our fundraising efforts enable us to provide essential services and advocate for face equality across the UK.

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We continue to adhere to the guidance provided by the Fundraising Regulator, and we actively support the Code of Fundraising Practice. We promise to be open, honest, clear, respectful, fair, reasonable, and accountable - these are the cornerstones of our approach.

All Changing Faces staff and volunteers, including the Board of Trustees, are committed to being well informed and proficient in fundraising best practices. We prioritise providing our supporters with accurate and comprehensive information about our work, the responsible management of donations and income, and the secure handling of donor information.

The individuals that we contact via mail are supporters who have given their consent to be contacted by us. We do not engage in purchasing data lists for fundraising purposes and we do not share supporter details with any external parties. We also refrain from soliciting or accepting donations from companies or individuals engaged in activities that could harm the reputation or mission of our charity. The charity received no complaints regarding its fundraising activities in the last twelve months.

We did not employ professional fundraising agencies with regard to any aspects of our fundraising activities in 2024/25. All of our activities were planned and delivered in house by our small fundraising team, who build relationships with our supporters.

Our policies and procedures are compliant with best practice as set out by the Institute of Fundraising, with the best interests of our donors and vulnerable individuals. We never pressure anyone to make a donation and take particular care to avoid soliciting donations from vulnerable individuals.

We take complaints very seriously and conduct thorough investigations taking appropriate disciplinary measures when necessary. If a complaint is deemed serious enough it may result in the removal of a fundraiser from a campaign and/ or the termination of a campaign.

We extend our warmest gratitude to everyone who has supported Changing Faces this year. We are immensely thankful to individuals who have dedicated their time and effort to activities such as running, cycling, baking and more, all in support of our work.

## FINANCIAL REVIEW

In 2024/25 we saw the continued impacts from the cost-of-living crisis driving costs up and an increased level of competition for funding. Against these external pressures however Changing Faces managed to maintain our income level year on year and finished the year in a small surplus position. Our financial plans for 2024/25 were to maintain stability and our free reserves level whilst we built a solid fundraising foundation to enable gradual growth over the next few years. As for all charities, this remains a challenge.

Our 2025/26 budget continues to reflect a cautious income target taking the increased competition and financial environment into very careful consideration. We have carried out extensive stress testing and projections, to test the resilience of our plan which is to maintain our free reserve position whilst taking steps to diversify our income to secure the future sustainability of the charity.

Compared to prior year overall income was £1,312k compared to £1,313k in 2023/24 and against a budget of £1,397k. The key reasons for the variance against budget were:

1. A difficult economic environment, with the cost-of-living crisis and increased competition for funds resulting in lower gifts and donations in 2024/25.
2. A reduction in legacies notified to the charity during 2024/25 compared to previous years.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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3. Recruitment for vacant roles within our Fundraising team in the earlier part of the year taking longer than anticipated, resulting in lower capacity to develop new bids and pipelines.
4. This was offset to an extent by an increase in our success with fundraising challenges with our London marathon runners in particular outperforming expectations.
5. This was also offset by an increase in our trust and grants year on year, however unfortunately growth in this area was also limited due to the external environment.

Expenditure was at £1,244k which was a reduction when compared to the prior year spend of £1,300k. This reflected the new cost base of the organisation following the review and restructure carried out towards the end of 2022/23 and into early 2023/24.

### 2024/25 summary

Overall Income remained stable in 2024/25:

<b>Income</b>	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
<b>Gross income</b>		
Legacies	14	112
Income from trusts and grants	979	813
Other donations	157	203
Income from fundraising activity	64	76
Charitable activities	97	109
Investment income	1	-
<b>Gross income from operating activities</b>	<b>1,312</b>	<b>1,313</b>

Gross income from operations in 2024/25 was maintained at the level of 2023/24. There were three key reasons for this position:

- An increase of 20% (from £813k to £979k) in income from trusts and grants. This is thanks to the support of trusts and foundations such as those listed above. This line varies year on year depending on the number of successful bids;
- A decrease of 88% (from £112k to £14k) in income from legacies. This income is where supporters have generously left a gift to the charity in their will. This line varies year on year depending on notifications received and probate timelines. We are very grateful to all who choose to support us in this way; and
- A decrease of 23% (from £203k to £157k) in income from other donations. This is driven by a drop in individual giving and our corporate donations in 2024/25, however several of these had seen an increase in 2023/24 and are still higher than 2022/23 levels.

Income from charitable activities includes payment for skin camouflage services provided by Changing Faces to clients in England and Scotland. These services are partially supported by NHS bodies under a mix of service level agreements ("SLAs"), contracts, and as non-contracted activity (NCA). The decrease seen in 2024/25 was primarily due to a reduction in volume as new practitioners were being trained within NHS supported areas. We are paid per appointment and so this decrease in client numbers directly impacted our income position.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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### Expenditure

	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
Services and Innovation	669	765
Championing the Voice	246	193
Costs of income generation	329	342
<b>Total</b>	<b>1,244</b>	<b>1,300</b>

Services and Innovation comprises the charity's work directly with people living with visible difference and includes one to one psychosocial and skin camouflage services, as well as group support activities, online resources, education, and training. Championing the voice comprises communications and campaigns.

Total costs in 2024/25 were £56k (4%) lower than in 2023/24. This was due primarily to a couple of staff vacancies in the earlier part of the year, which have subsequently been filled.

### Result

Changing Faces reported a surplus of £68k at the operating level in 2024/25 compared to an operating surplus of £13k in 2023/24.

	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
Income	1,312	1,313
Costs	1,244	1,300
<b>Total reported (deficit) / surplus</b>	<b>68</b>	<b>13</b>

### Reserves

All charities are required to ensure that the amount they hold in reserves is appropriate for the charity's size and the nature of its activities. Changing Faces' policy is to hold free reserves calculated at six months of relevant unrestricted operational expenditure.

	<b>2025</b>	<b>2024</b>
	<b>£'000</b>	<b>£'000</b>
Restricted reserves	<b>302</b>	<b>274</b>
Designated reserves	-	-
Free reserves	309	268
Unrestricted reserves	<b>309</b>	<b>268</b>
	<b>611</b>	<b>542</b>

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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### **Restricted reserves**

At 31 March 2025, restricted reserves totalled £302k (2024: £274k). Restricted reserves are those funds which represent donations and grants received which are to be spent on a specific activity. These funds are ring-fenced, and costs are allocated against the funds by reference to the funders' expressed purposes.

### **Unrestricted reserves**

#### **Designated reserves**

At 31 March 2025, designated reserves totalled nil (2024: nil). Our designated reserves were fully utilised at the end of 2022/23, and no further designations have been made by trustees.

#### **Unrestricted reserves: free reserves**

At 31 March 2025, free reserves totalled £309k (2024: £268k).

The Trustees have calculated the level of free reserves which are needed to allow the charity to meet its commitments to its clients, staff and other stakeholders, to manage the implications of a period of a shortfall in income or unexpectedly high costs.

In estimating the level of free reserves, the Trustees have had regard to Charity Commission Guidance on the level of appropriate reserves to ensure sustainability of service delivery. The Trustees have determined that Changing Faces should target six months cover of recurrent operating costs, with consideration given to the treatment of those costs covered by restricted funds and the cost of closure.

Recurrent operating costs are calculated by adjusting the actual level of costs incurred to remove the elements covered by restricted funding, the exceptional costs relating to the restructuring and additional costs which are considered to imply no long-term financial commitment, for example consultancy costs. Reserves levels rise and fall depending on circumstances, and the six-month unrestricted running costs, following the review of our expenditure and restructure, currently amounts to just under £370k. Our free reserves at the year-end were £309k, which amounts to 5 months of free reserves. Our policy outlines that when free reserves are below six months, Changing Faces will ensure that it can confidently forecast that reserves will come back to the 6 months level. Therefore, Changing Faces has carried out extensive forecasting and stress testing, in order to set the Budget for 2025/26. There is an understanding that the external environment remains difficult for charities and so we have continued to be cautious in our projections, focusing on maintaining our reserve levels for 2025/26 in order to continue building a solid foundation for sustainable unrestricted growth into future years. This has been presented and approved by the Board.

The Trustees will continue to carefully monitor the charity's results in light of the budget and the reserves position, with monthly projections and reporting, and will take any action needed if they identify any significant risk to the charity's financial position or its ability to support its core activities.

### **Investments**

The priority in Changing Faces investment policy is to preserve capital, and a low-risk investment policy has been adopted. After assessing the risks of different investment groups, Changing Faces has limited its investments to fixed term deposits of between three and six months, and notice deposits of a similar term, placed with financial institutions with a high credit rating. During 2024/25, a low level of interest was received as deposits were placed in the latter half of the year, following the increase in interest rates.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

### PRINCIPAL RISKS AND UNCERTAINTIES

The Board of Trustees has overall responsibility for risk management at Changing Faces. It is responsible for establishing the charity's risk appetite, ensuring that major risks are identified and approving appropriate procedures to detect, prevent and manage major risks. Changing Faces' risk management programmes are designed to mitigate risks appropriately, rather than to eliminate all risk.

The Audit and Risk Committee has the power to investigate and manage risk on behalf of the Board, and reports to the Board on strategic risks and risk management. The Finance Committee reviews management accounts and financial performance and provides assurance to the Board.

The principal tools used by Changing Faces to mitigate risks are:

- 1. Risk register.** The Senior Management Team manage a risk register which is regularly reviewed by the Audit and Risk Committee. Risks are assessed as to the likelihood of their occurring and the impact if they were to occur, giving a "raw" risk rating. Mitigations and future actions are defined, and the risk rating is then recalculated, to ensure that it remains within the Board of Trustees' stated risk appetite.
- 2. Performance indicators.** We monitor performance through the use of key performance indicators and strategic milestones, which are reported to the Board quarterly, with differences to expectations thoroughly analysed.
- 3. Planning and budgeting.** We produce budgets annually, monitor variances monthly, and reforecast expected results at least quarterly. The Finance Committee reviews monthly management accounts and reserves levels, and reports to the Board of Trustees.

The major risks identified by Changing Faces are:

Risk	Management
<b>Inflation, economic uncertainty, and external shocks</b> Cost base increases due to inflationary pressures, market uncertainty, and cost of living crisis. Reduced ability to deliver strategy as income going on higher cost base rather than extra activity. Potential impact on our ability to be inclusive due to ability to cover costs such as travel.	<ul style="list-style-type: none"><li>• Careful management of costs, including tendering for major contracts and negotiation on fees</li><li>• Approval process</li><li>• Regular review of management accounts and rolling 12-month projections to identify unexpected cost increases early.</li><li>• Inflation costs built into funding bids and annual budgets.</li><li>• Quarterly reforecasting to capture any identified cost increases and expected economic changes.</li></ul>
<b>Finance:</b> The charity is reliant on voluntary income to support its activities. There is a risk that our income plans do not deliver as expected. Increased competition and cost of living pressures could mean that we fail to reach our targets, leading to the loss of liquidity and inability to meet our commitments and free reserves	<ul style="list-style-type: none"><li>• Diversification of income streams, especially corporate partnerships, fundraising challenges and major donors</li><li>• Investment in a strong and effective fundraising team</li><li>• Relationship management with donors and funders</li><li>• Robust process for setting budgets, aligned to the strategic plan.</li><li>• Scrutiny of and challenge to budgets by Trustees</li><li>• Monthly monitoring of budgets and budget variances</li><li>• Monthly reforecast of cost expectations and income pipelines</li><li>• Robust reserves policy</li></ul>

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

Risk	Management
<p>falling to unacceptable levels. Inability to recruit to key fundraising posts or loss of key staff. Poor financial controls could lead to error or fraud.</p>	<ul style="list-style-type: none"> <li>• Risk adverse investment policy</li> <li>• Scrutiny of results and projections by the Finance Committee and Audit and Risk Committee</li> <li>• Oversight by the Audit and Risk Committee of the processes</li> </ul>
<p><b>Governance:</b> Lack of strategic clarity and failure to ensure impact could harm the charity’s ability to achieve its charitable objectives. Loss of staff who are critical to delivering the strategy and general low morale across the organisation could result in low motivation and productivity, and strategic opportunities may be missed.</p>	<ul style="list-style-type: none"> <li>• Reporting on KPIs and key milestones</li> <li>• Reporting on budget</li> <li>• Investment in data and impact management tools and knowhow</li> <li>• Implementation of strategic plan</li> <li>• Involvement of people with lived experience of visible difference</li> <li>• Emphasis on training and development for staff</li> <li>• Building strong and effective culture and values</li> <li>• Regular staff surveys</li> <li>• Exit interviews and feedback.</li> <li>• Emphasis on flexible ways of working</li> </ul>
<p><b>Compliance:</b> Failure to comply with legal and regulatory requirements could result in fines and reputational damage. Cyber security incidents resulting in a loss of data.</p>	<ul style="list-style-type: none"> <li>• Key legal and regulatory requirements identified.</li> <li>• Serious incident reporting policy in place</li> <li>• Safeguarding action plan, policies, and training</li> <li>• Mandatory data protection training framework</li> <li>• GDPR compliant data mapping tool (Information Asset Register) employed and reviewed annually as a minimum.</li> <li>• DBS check framework in place</li> <li>• Access to specialist Legal and HR services to support decision-making.</li> <li>• Cyber Essentials Plus certification obtained annually to check vulnerability of our internal systems</li> </ul>
<p><b>Operational:</b> Service provision and development may not be aligned to beneficiaries’ needs and desires. Our existing and new services may be inaccessible to some beneficiaries due to digital exclusion (for example).</p>	<ul style="list-style-type: none"> <li>• Robust clinical governance and extensive safeguarding processes underpin services.</li> <li>• Multi-year investment in digital capability to build a digital culture and develop digital products.</li> <li>• Service development based upon user research and consciously takes account of access issues.</li> <li>• Active consideration given to how support needs can be met even if we are not always the right people to meet them.</li> </ul>
<p><b>Environmental and External:</b> Communications and brand positioning may fail to maintain a strong reputation and the confidence of stakeholders and funders.</p>	<ul style="list-style-type: none"> <li>• Building a clear brand</li> <li>• Consistent and skilled communications team.</li> <li>• Meticulous reporting to funders</li> <li>• Due diligence when considering new projects.</li> <li>• Development of key messages</li> <li>• Reputation management</li> </ul>

## GOVERNANCE

### Legal structure

Changing Faces is a company registered in England and Wales, limited by guarantee, with registered number 02710440. It is a registered charity in England and Wales (Charity number 1011222), and in Scotland (Charity number SC039725). The affairs of the charitable company are governed by its Memorandum of Association, which established its objects and powers, and it is governed under its Articles of Association.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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### **Public benefit**

The Trustees believe the charity has fully met the requirement to provide benefit to the public and have paid due regard to Charity Commission guidance on this matter. Changing Faces' services are widely publicised and available to everyone in the UK who would benefit, free of any cost.

### **Board of Trustees**

The Board of Trustees is responsible for managing the activity of the charity. It was composed of 10 Trustees at 31 March 2025, with a wide range of skills and experience including professional and clinical expertise.

The Board meets four times per year to regularly review and direct Changing Faces' strategy, budget, and performance. Certain matters are reserved for Board approval, including changes to strategy and budget. The Board also meets for an annual away day to review and discuss strategic proposals in more depth.

Appointments to the Board of Trustees are managed by Trustees. Trustees are recruited through a process of advertisement, application, and interview. Selection is based on set criteria to ensure a broad range of skills and experience. New Trustees are provided with a formal induction programme incorporating the opportunity to meet key staff, and an induction pack of documentation including the charity's constitution, recent Annual Reports and Accounts, recent Board minutes and the current Strategic Plan. Opportunities for training are offered to Trustees, and budget is provided for this purpose.

The Board maintains control over all strategic and policy decisions, including the approval of budgets, risk management and governance arrangements. It delegates some of its responsibilities to three Board committees, which make recommendations to the Board within their terms of reference:

- The Audit and Risk Committee is responsible for managing risk, monitoring compliance with regulatory authorities, and reviewing the year end accounts.
- The Finance Committee is responsible for ensuring that the charity's finances are being appropriately and effectively managed, by monitoring the charity's financial position, overseeing the production of budgets and management accounts, developing and implementing financial, reserves and investment policies and ensuring that proper financial records are kept.
- The Nominations Committee is responsible for overseeing the recruitment of Trustees and of the charity's CEO. The committee also approves trustee appointments to the other committees.

Day to day management is delegated to the Chief Executive and the Leadership Team.

### **Management remuneration**

Changing Faces seeks to set its salary levels for all paid staff, including management, by reference to market rates, within the context of voluntary sector organisations of a similar size. The pay policy describes how salaries are set and defines the salary structure for all staff within the organisation. During the year ended 31 March 2025, key management were defined as the CEO and the Director of Finance and Resources.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2025

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### STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of the charity 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, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing those financial statements the trustees are required to:

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- 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 auditors are aware of that information.

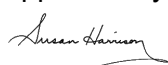
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

#### **Auditors**

Godfrey Wilson Limited were re-appointed as auditors to the charitable company during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 13 November 2025 and signed on their behalf by



**Susan Harrison**  
**Interim Chair of Trustees**

**Date:** 13 November 2025

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF CHANGING FACES**

### **Opinion**

We have audited the financial statements of Changing Faces (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity'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 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

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

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

### **Other information**

The 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

## **CHANGING FACES**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF CHANGING FACES**

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' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' 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 directors' report included within the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

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

#### **Responsibilities of the trustees**

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

#### **Our responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

## CHANGING FACES

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF CHANGING FACES

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

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 procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

- (1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.
- (2) We reviewed the charity's policies and procedures in relation to:
  - Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
  - Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.
- (3) We inspected the minutes of trustee meetings.
- (4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.
- (5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.
- (6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.
- (7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:
  - Testing the appropriateness of journal entries;
  - Assessing judgements and accounting estimates for potential bias;
  - Reviewing related party transactions; and
  - Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

## CHANGING FACES

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF CHANGING FACES

#### **Use of our report**

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

*William Guy Blake*

Date: 17 November 2025

**William Guy Blake ACA**  
**(Senior Statutory Auditor)**

For and on behalf of:

#### **GODFREY WILSON LIMITED**

Chartered accountants and statutory auditors  
5<sup>th</sup> Floor Mariner House  
62 Prince Street  
Bristol  
BS1 4QD

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025**

(Incorporating an Income and Expenditure account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
<b>Income from</b>					
Donations and legacies		515,776	698,026	1,213,802	1,203,989
Charitable activities		97,286	-	97,286	109,497
Investments		933	-	933	-
<b>Total</b>	3	<b>613,995</b>	<b>698,026</b>	<b>1,312,021</b>	<b>1,313,486</b>
<b>Expenditure on</b>					
Raising funds		320,477	8,654	329,131	341,971
Charitable activities		252,283	662,506	914,789	958,040
<b>Total</b>	4	<b>572,760</b>	<b>671,160</b>	<b>1,243,920</b>	<b>1,300,011</b>
<b>Net income and net movement in funds</b>	5	<b>41,235</b>	<b>26,866</b>	<b>68,101</b>	<b>13,475</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	10	267,814	274,681	542,495	529,020
<b>Total funds carried forward</b>		<b>309,049</b>	<b>301,547</b>	<b>610,596</b>	<b>542,495</b>

All of the charity's activities are continuing. There were no gains or losses other than those shown above. The accompanying notes form part of these financial statements.

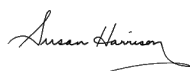
## BALANCE SHEET AT 31 MARCH 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	7	3,547	7,077
Total fixed assets			
Current assets			
Debtors and prepayments	8	192,823	207,225
Cash at bank and in hand		539,456	441,367
Total current assets		<u>732,279</u>	<u>648,592</u>
Liabilities			
Creditors: amounts falling due within one year	9	(125,230)	(113,174)
Net current assets		<u>607,049</u>	<u>535,418</u>
<b>Total net assets</b>		<b>610,596</b>	<b>542,495</b>
Restricted income funds		301,547	274,681
Unrestricted funds:			
Free reserves		309,049	267,814
		<u>309,049</u>	<u>267,814</u>
<b>Total funds</b>	10	<b><u>610,596</u></b>	<b><u>542,495</u></b>

The accompanying notes form part of these financial statements.

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

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



**Susan Harrison**  
Interim Chair of Trustees

**Date:** 13 November 2025

**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>Cash Flows from operating activities:</b>		
Net cash provided by/ (used in) operating activities (see below)	97,156	37,896
<b>Cash flows from investing activities:</b>		
Bank interest received	933	-
<b>Net cash provided by/ (used in) investing activities</b>	<b>933</b>	<b>-</b>
	<hr/>	<hr/>
Change in cash and cash equivalents in the reporting period	<b>98,089</b>	<b>37,896</b>
Cash and cash equivalents at the beginning of the reporting period	441,367	403,471
Cash and cash equivalents at the end of the reporting period	<b>539,456</b>	<b>441,367</b>
	<hr/>	<hr/>
<b>Reconciliation of net income/(expenditure) to net cash flow from operating activities</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Net income / (expenditure) for the year	68,101	13,475
<b>Adjustments for:</b>		
Depreciation charges	3,530	5,284
Loss on disposal of fixed assets	-	167
Bank interest received	(933)	-
Decrease/(Increase) in debtors and prepayments	14,402	70,033
(Decrease)/increase in creditors	12,056	(51,063)
	<hr/>	<hr/>
Net cash provided by / (used in) operating activities	<b>97,156</b>	<b>37,896</b>
	<hr/>	<hr/>
<b>Analysis of cash and cash equivalents</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Cash at bank and in hand	<b>539,456</b>	<b>441,367</b>
	<hr/>	<hr/>

## **CHANGING FACES**

**NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025**

### **NOTES TO THE FINANCIAL STATEMENTS**

#### **1: ACCOUNTING POLICIES**

##### **Basis of Preparation**

Changing Faces is a charitable company limited by guarantee registered in England, Wales and Scotland. The registered office is The Circle, 33 Rockingham Lane, Sheffield, England, S1 4FW.

The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and Charities and Trust Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations (2006 (as amended)).

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

##### **Going Concern**

No material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern have been identified by the Trustees and therefore these accounts have been prepared on a going concern basis.

Cashflow forecasts have been prepared, reflecting several different scenarios for 2025/26 and 2026/27 using a risk averse basis. Trustees have examined these cashflow forecasts and are confident that Changing Faces has the financial resources to continue operating for the foreseeable future.

##### **Income**

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

Legacy income is recognised when it is probable it will be received. Pecuniary legacies are recognised when probate is granted. Residuary legacies are recognised when either probate has been granted, or the estate has been finalised or notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate.

##### **Grants**

Grants are accounted for as income when they are receivable. Where the grant making body specifies that amounts given should be utilised in a future accounting period, the income is deferred to that period. If certain conditions have to be fulfilled before the charity becomes entitled to the use of the grant, then the income is deferred until such conditions have been met.

##### **Donated Assets**

Donated assets are capitalised at a value equivalent to market value as at the date of donation.

##### **Donated Facilities / Services**

Donated professional services and donated facilities are recognised on receipt on the basis of the value of the gift to the charity. This is the amount the charity would have been willing to pay to

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

#### Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category.

Raising funds are those costs incurred to raise donations and legacies and costs of trading activities. Charitable activities relate to costs incurred in delivering the charity's activities and services to its beneficiaries. Governance costs are those associated with incurred in meeting the constitutional and statutory requirements and is now apportioned on the same basis as support costs.

#### Cost Apportionment

A proportion of staff and indirect costs are attributed to activities on the following bases:

Staff	-	actual costs or level of activity engaged by staff
Indirect costs	-	level of activity engaged by staff

#### Depreciation of Tangible Fixed Assets

Depreciation is provided on all tangible fixed assets so as to write them off over their anticipated useful lives at the following annual rates on a straight-line basis:

Office equipment	-25%
Office furniture	-20%
Computer equipment	-25%

Additions to fixed assets costing less than £500, and those acquired from restricted income funds are written off in the year.

#### Pensions

The company operates a defined contribution pension scheme on behalf of its staff. Contributions are charged to the statement of financial activities as they become payable in accordance with the rules of the scheme.

#### Employee benefits

Short term benefits: Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits: Termination benefits are accounted for on an accrual basis and in line with FRS 102.

#### Accounting estimates and judgements

In preparing the financial statements, the Trustees are required to make estimates and judgements. The matters below are considered to be the most important in understanding the judgements made and the uncertainties that could impact the amounts reported in the financial statements.

#### Legacy income

Legacy income requires judgement about the probability of receipt which affects the timing of income recognition. Legacy income is recognised when the Charity has established entitlement to a legacy, when the receipt of the legacy is probable and when the amount due can be estimated with sufficient accuracy.

## **CHANGING FACES**

### **NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025**

#### **Cost allocation**

Support costs are allocated to charitable activities. Judgement is required in determining and applying the basis appropriate for each support activity.

#### **Bad debt provision**

The valuation of debtors is based on judgements about the probability of receipt of the amounts invoiced.

#### **Debtors**

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

#### **Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments (up to 90 days).

#### **Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

#### **Fund Accounting**

Restricted Funds: The purpose and use of restricted funds are imposed by the donor or by the specific terms of the charity appeal.

Designated Funds: these funds have been allocated by the Trustees for anticipated use on specific projects.

Unrestricted Funds: These are funds available for use at the discretion of the Trustees in furtherance of the objectives of the charity.

#### **Taxation**

No provision has been made for taxation as the company's charitable status renders it exempt from UK direct taxation.

## **2: STATUS**

The company is limited by guarantee and has no share capital. The liability of members in the event of a winding up is limited to £1. The members are the Trustees of the charity.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 3: INCOME ANALYSIS

	2025	2025	2025	2024
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Legacies	13,801	-	13,801	111,753
Income from trusts and grants	280,398	698,026	978,424	813,078
Other donations	157,235	-	157,235	202,967
Income from fundraising activity	64,342	-	64,342	76,191
Charitable activities	97,286	-	97,286	109,497
Investment income	933	-	933	-
<b>Total</b>	<b>613,995</b>	<b>698,026</b>	<b>1,312,021</b>	<b>1,313,486</b>

Income from charitable activities comprises principally of skin camouflage services provided by Changing Faces to clients in England and Scotland. These services are part funded by NHS bodies under a mix of service level agreements (“SLAs”), contracts, and as non-contracted activity (NCA).

#### 4A: ANALYSIS OF TOTAL EXPENDITURE

	2025	2025	2025	2024
	Unrestricted	Restricted	Total	Total
	£	£	£	£
<b>CHARITABLE ACTIVITIES</b>				
<b>Services and Innovation</b>				
Wellbeing	2,949	354,987	357,936	380,000
Skin camouflage services	142,811	165,590	308,401	313,151
Education	2,688	-	2,688	72,081
	<b>148,448</b>	<b>520,577</b>	<b>669,025</b>	<b>765,232</b>
<b>Championing the Voice</b>				
Communications	103,835	141,929	245,764	192,808
	<b>252,283</b>	<b>662,506</b>	<b>914,789</b>	<b>958,040</b>
<b>Cost of raising funds</b>				
Fundraising costs	320,477	8,654	329,131	341,971
<b>Total</b>	<b>572,760</b>	<b>671,160</b>	<b>1,243,920</b>	<b>1,300,011</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 4B: DIRECT AND SUPPORT COSTS

	<b>2025</b>	<b>2025</b>	<b>2025</b>	<b>2024</b>
	<b>Direct costs</b>	<b>Support costs</b>	<b>Total</b>	<b>Total</b>
	£	£	£	£
<b>Charitable activities</b>				
<b>Changing lives</b>				
Wellbeing	323,079	34,857	357,936	380,000
Skin camouflage services	282,471	25,930	308,401	313,151
Education	2,688	-	2,688	72,081
	<b>608,238</b>	<b>60,787</b>	<b>669,025</b>	<b>765,232</b>
<b>Changing Minds</b>				
Communications	225,439	20,325	245,764	192,808
	<b>833,677</b>	<b>81,112</b>	<b>914,789</b>	<b>958,040</b>
<b>Cost of raising funds</b>				
Fundraising costs	299,637	29,494	329,131	341,971
	<b>1,133,314</b>	<b>110,606</b>	<b>1,243,920</b>	<b>1,300,011</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 4C: SUPPORT COSTS

	2025	2025	2025	2025	2025	2024
	Premises costs	Office costs	Staff and volunteer costs	Depreciation	Total	Total
	£	£	£	£	£	£
<b>Charitable activities</b>						
<b>Changing lives</b>						
Wellbeing	870	28,987	3,887	1,113	34,857	36,244
Skin camouflage services	648	21,563	2,891	828	25,930	26,313
Education	-	-	-	-	-	6,602
<b>Changing Minds</b>						
Communications	507	16,903	2,266	649	20,325	16,823
<b>Cost of raising funds</b>						
Fundraising costs	736	24,529	3,289	940	29,494	31,233
	<b>2,761</b>	<b>91,982</b>	<b>12,333</b>	<b>3,530</b>	<b>110,606</b>	<b>117,215</b>

Total governance costs during the year were £40,898 (2024: £17,986).

Support costs are allocated on a per capita basis, relating to the average WTE staff employed in each activity, taking into account the contribution of self-employed contractors.

#### 5: NET MOVEMENT IN FUNDS

	2025	2024
	£	£
<b>The result for the year is stated after charging:</b>		
Auditor's remuneration (excl. VAT)		
- Audit	11,350	11,000
- Non audit	-	200
Depreciation of fixed assets	<u>3,530</u>	<u>5,284</u>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 6: EMPLOYEES

##### Total remuneration

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Wages and salaries	801,525	862,520
Social security costs	80,082	86,842
Pension costs	46,435	52,254
Freelance staff	10,240	34,653
Redundancy costs	-	2,063
	<b>938,282</b>	<b>1,038,332</b>

##### Average number of employees

The average number of people (full time equivalent) employed by the company during the year was as follows:

	<b>2025</b>	<b>2024</b>
	<b>FTE</b>	<b>FTE</b>
Wellbeing	5	6
Skin camouflage	4	4
Education	-	1
Communications	3	2
Administration	5	6
Fundraising	4	4
	<b>21</b>	<b>23</b>

The average number of staff employed (headcount) during the year was as follows:

	<b>2025</b>	<b>2024</b>
	<b>Number</b>	<b>Number</b>
	39	44

##### Remuneration of higher paid staff

The number of employees whose emoluments exceeded £60,000 per annum was:

	<b>2025</b>	<b>2024</b>
£60,000 - £70,000	2	1

##### Remuneration of key management personnel

Total remuneration of key management personnel for the year, including employer pension contributions and employer National Insurance contributions was £148,309 (2024: £214,387). Key management personnel are the charity's leadership team, comprising the CEO, and the Director of Finance and Resources.

Key management employer pension contributions amounted to £7,554 (2024: £10,824)

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### Board of Trustees members' expenses

None of the Trustees received any remuneration in the year (2024: nil). Five trustees received reimbursement of expenses during the year of £499 for travel and subsistence (2024: three trustees were reimbursed £407 for travel and subsistence). The charity maintains liability insurance covering members of the Board of Trustees in their capacity as directors.

#### 7: TANGIBLE ASSETS

	<b>Computer Equipment</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
<b>COST</b>		
At 1 <sup>st</sup> April 2024	35,205	35,205
Additions	-	-
Disposals	-	-
At 31 <sup>st</sup> March 2025	<u>35,205</u>	<u>35,205</u>
<b>DEPRECIATION</b>		
At 1st April 2024	28,128	28,128
Charge for the year	3,530	3,530
Disposals	-	-
At 31 <sup>st</sup> March 2025	<u>31,658</u>	<u>31,658</u>
<b>NET BOOK VALUE</b>		
At 31 <sup>st</sup> March 2025	<u><b>3,547</b></u>	<u><b>3,547</b></u>
At 31 <sup>st</sup> March 2024	<u><u>7,077</u></u>	<u><u>7,077</u></u>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 8: DEBTORS

	2025	2024
	£	£
Trade debtors	24,750	2,741
Prepayments and accrued income	167,849	204,260
Other debtors	224	224
	<b>192,823</b>	<b>207,225</b>

#### 9 CREDITORS: Amounts due within one year

	2025	2024
	£	£
Trade creditors	32,562	15,951
Accruals and deferred income	63,865	72,755
Employer pension contributions	8,770	6,565
Other taxes and social security	20,033	17,903
	<b>125,230</b>	<b>113,174</b>

#### 10: FUNDS

	Unrestricted funds	Restricted funds	Total
	£	£	£
Balance at 1 <sup>st</sup> April 2024	267,814	274,681	542,495
Net income/(expenditure)	41,235	26,866	68,101
Balance at 31 <sup>st</sup> March 2025	<b>309,049</b>	<b>301,547</b>	<b>610,596</b>

#### Analysis of net assets between funds

Tangible fixed assets	3,547	-	3,547
Net current assets	305,502	301,547	607,049
	<b>309,049</b>	<b>301,547</b>	<b>610,596</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

The restricted funds of the charity comprise:

	At 1 April 2024	Income	Expenditure	At 31 March 2025
	£	£	£	£
Support for Communications and Campaigning	41,600	144,151	(90,689)	95,062
Support for adults with a visible difference	3,750	-	(3,750)	-
Support for children and young people with a visible difference	4,584	10,750	(10,063)	5,271
Support for adults, children, and young people with a visible difference, Scotland	-	500	(500)	-
Support for adults, children, and young people with a visible difference	17,375	46,750	(40,021)	24,104
Skin camouflage service, London	7,141	47,000	(30,642)	23,499
Support for adults, children, and young people with a visible difference, Scotland	-	50,000	(50,000)	-
Skin camouflage service	51,042	35,564	(66,469)	20,137
Skin camouflage service, Scotland	5,019	14,043	(19,062)	-
Support for Health Care Professional Engagement	-	15,000	-	15,000
Wellbeing and counselling service	62,583	201,750	(199,083)	65,250
Support for Wellbeing services and communications and campaigning	68,350	117,518	(140,144)	45,724
Wellbeing support for children and young people	13,237	15,000	(20,737)	7,500
	<b>274,681</b>	<b>698,026</b>	<b>(671,160)</b>	<b>301,547</b>

#### Restricted funds

**Support for Communications and Campaigning** is a grant funding the production of our latest Campaigning business plan.

**Support for adults with a visible difference** is a grant funding our psychosocial support practitioners.

**Support for children and young people with a visible difference** are grants supporting our Wellbeing and Skin Camouflage Services.

**Support for children and young people with a visible difference, Scotland** are grants supporting Children and young people through our Wellbeing and Skin Camouflage Services.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

**Support for adults, children and young people with a visible difference**, are grants provided to support our services as a whole, some funding within this category is location specific within England.

**Support for adults, children, and young people with a visible difference, Scotland** are grants towards our services supporting people with visible differences through Wellbeing support and Skin Camouflage in Scotland.

**Skin camouflage service, London** is grant funding for our skin camouflage clinics in London.

**Skin Camouflage service** are grants supporting the work of our Skin Camouflage Service, some funding within this category is location specific within England.

**Skin Camouflage service, Scotland** are grants supporting the work of our Skin Camouflage Service in Scotland.

**Support for Health Care Professional Engagement** is a grant supporting our Health Professional Engagement.

**Support for Wellbeing services and communications and campaigning** is a multi-year grant to support provision of wellbeing services including online peer support, and to develop online spaces to connect in the media, plus campaigning and media opportunities.

**Wellbeing and counselling service** are grants funding 1-2-1 support, our support and information line, online forum and workshops for adults and children and young people with a visible difference.

**Wellbeing and support for children and young people** is a grant funding psychological and emotional support to children and young people with a visible difference.

The unrestricted funds of the charity comprise:

	At 1 April 2024	Income	Expenditure	Transfers	At 31 March 2025
	£	£	£	£	£
Designated funds	-	-	-	-	-
Free reserves	267,814	613,995	(572,760)	-	309,049
	<b>267,814</b>	<b>613,995</b>	<b>(572,760)</b>	<b>-</b>	<b>309,049</b>

#### Unrestricted reserves: designated reserves

The Trustees did not designate any funds within 2024/25.

## 11: PENSIONS

The company operates a defined contribution scheme in respect of salaried employees.

Contributions are charged in the accounts as incurred and there were no outstanding or proposed contributions as at the balance sheet date. Pension costs charged in the year were £46,435 (2024: £52,254).

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 12: RELATED PARTY TRANSACTIONS

During the year, the charity received £16,155 in donations from trustees (2024: £11,278)

## 2024 COMPARATIVES

#### 13. STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2024

(Incorporating an Income and Expenditure account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted Funds	Restricted Funds	Total Funds 2024	Total Funds 2023
		£	£	£	£
<b>Income from</b>					
Donations and legacies		599,581	604,408	1,203,989	1,079,571
Charitable activities		109,497	-	109,497	159,416
Investments		-	-	-	-
<b>Total</b>	3	<b>709,078</b>	<b>604,408</b>	<b>1,313,486</b>	<b>1,238,987</b>
<b>Expenditure on</b>					
Raising funds		341,971	-	341,971	494,057
Charitable activities		407,254	550,786	958,040	1,689,946
<b>Total</b>	4	<b>749,225</b>	<b>550,786</b>	<b>1,300,011</b>	<b>2,184,003</b>
<b>Net (expenditure) / income</b>		(40,147)	53,622	13,475	(945,016)
<b>Transfers between funds</b>	10	-	-	-	-
<b>Net movement in funds</b>	10	(40,147)	53,622	13,475	(945,016)
<b>Reconciliation of funds</b>					
Total funds brought forward	10	307,961	221,059	529,020	1,474,036
<b>Total funds carried forward</b>		<b>267,814</b>	<b>274,681</b>	<b>542,495</b>	<b>529,020</b>

All of the charity's activities are continuing. There were no gains or losses other than those shown above. The accompanying notes form part of these financial statements.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 14: INCOME ANALYSIS 2024

	2024 Unrestricted £	2024 Restricted £	2024 Total £
Legacies	111,753	-	111,753
Income from trusts and grants	208,670	604,408	813,078
Other donations	202,967	-	202,967
Income from fundraising activity	76,191	-	76,191
Charitable activities	109,497	-	109,497
<b>Total</b>	<b>709,078</b>	<b>604,408</b>	<b>1,313,486</b>

#### 15: ANALYSIS OF TOTAL EXPENDITURE 2024

	2024 Unrestricted £	2024 Restricted £	2024 Total £
<b>Charitable activities</b>			
<b>Services and Innovation</b>			
Wellbeing	46,282	333,718	380,000
Skin camouflage services	152,442	160,709	313,151
Education	54,122	17,959	72,081
	<b>252,846</b>	<b>512,386</b>	<b>765,232</b>
<b>Championing the Voice</b>			
Communications	154,408	38,400	192,808
	<b>407,254</b>	<b>550,786</b>	<b>958,040</b>
<b>Cost of raising funds</b>			
Fundraising costs	341,971	-	341,971
<b>Total</b>	<b>749,225</b>	<b>550,786</b>	<b>1,300,011</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 16: DIRECT AND SUPPORT COSTS 2024

	<b>2024</b>	<b>2024</b>	<b>2024</b>
	<b>Direct costs</b>	<b>Support costs</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Charitable activities</b>			
<b>Changing lives</b>			
Wellbeing	343,756	36,244	380,000
Skin camouflage services	286,838	26,313	313,151
Education	65,479	6,602	72,081
	<b>696,073</b>	<b>69,159</b>	<b>765,232</b>
<b>Changing Minds</b>			
Communications	175,985	16,823	192,808
	<b>872,058</b>	<b>85,982</b>	<b>958,040</b>
<b>Cost of raising funds</b>			
Fundraising costs	310,738	31,233	341,971
<b>Total</b>	<b>1,182,796</b>	<b>117,215</b>	<b>1,300,011</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

#### 17: SUPPORT COST ALLOCATION 2024

	2024	2024	2024	2024	2024
	Premises costs	Office costs	Staff and volunteer costs	Depreciation	Total
	£	£	£	£	£
<b>Charitable activities</b>					
<b>Changing lives</b>					
Wellbeing	1,532	27,238	5,840	1,634	36,244
Skin camouflage services	1,112	19,775	4,240	1,186	26,313
Education	279	4,962	1,063	298	6,602
<b>Changing Minds</b>					
Communications	711	12,643	2,711	758	16,823
<b>Cost of raising funds</b>					
Fundraising costs	1,320	23,472	5,033	1,408	31,233
<b>Total</b>	<b>4,954</b>	<b>88,090</b>	<b>18,887</b>	<b>5,284</b>	<b>117,215</b>

#### 18: FUNDS 2024

	Unrestricted funds	Restricted funds	Total
	£	£	£
Balance at 1st April 2023	307,961	221,059	529,020
Net income/(expenditure)	(40,147)	53,622	13,475
Balance at 31st March 2024	267,814	274,681	542,495
<b>Analysis of net assets between funds</b>			
Tangible fixed assets	7,077	-	7,077
Net current assets	260,737	274,681	535,418
	267,814	274,681	542,495

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2025

The restricted funds of the charity comprise:

	<b>At 1 April 2023</b>	<b>Income</b>	<b>Expenditure</b>	<b>At 31 March 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Support for Communications and Campaigning	30,000	50,000	(38,400)	41,600
Support for adults with a visible difference	2,083	5,000	(3,333)	3,750
Support for children and young people with a visible difference	2,667	21,000	(19,083)	4,584
Support for adults, children, and young people with a visible difference, Scotland	1,000	6,000	(7,000)	-
Counselling support, new ways of working	-	52,500	(35,125)	17,375
Skin camouflage service, London	7,287	42,850	(42,996)	7,141
Rebuilding skin camouflage service, Scotland	29,754	-	(29,754)	-
Skin camouflage service	8,025	79,500	(36,483)	51,042
Skin camouflage service, Scotland	1,833	33,704	(30,518)	5,019
Support for Education and resources	7,697	10,262	(17,959)	-
Wellbeing and counselling service	80,375	138,000	(155,792)	62,583
Support for Wellbeing services and communications and campaigning	35,979	146,568	(114,197)	68,350
Wellbeing support for children and young people	14,359	19,024	(20,146)	13,237
	<b>221,059</b>	<b>604,408</b>	<b>(550,786)</b>	<b>274,681</b>

The unrestricted funds of the charity comprise:

	<b>At 1 April 2023</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>At 31 March 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Designated funds	-	-	-	-	-
Free reserves	307,961	709,078	(749,225)	-	267,814
	<b>307,961</b>	<b>709,078</b>	<b>(749,225)</b>	<b>-</b>	<b>267,814</b>

## ADMINISTRATIVE DETAILS

### Address

Registered Office: Changing Faces, The Circle, 33 Rockingham Lane, Sheffield, S1 4FW  
Postal address: Changing Faces, The Circle, 33 Rockingham Lane, Sheffield, S1 4FW  
Website: [www.changingfaces.org.uk](http://www.changingfaces.org.uk)

### Trustees

The following Trustees served between 1st April 2024 and up to the date of this report:

David Clayton (Chair) \*\* (resigned 1 December 2024)  
Helen Marshall \*\*\* (appointed 15 Oct 2024, Chair 1 December 2024 - 31 January 2025, resigned 31 January 2025)  
Susan Harrison \* \*\*\* (Deputy Chair to 31 January 2025, Interim Chair from 1 February 2025, resigned 13 November 2025)  
John Ashcroft \*\*\*  
Tiwonge Chipeta-Cohn \* (Safeguarding Lead Trustee)  
Bridget Gardiner \*\* (Hon Secretary) (resigned 31 December 2024)  
Monica Gizzi \* (Chair of the Audit and Risk Committee)  
Elissa Holme \* \*\* \*\*\* (Hon Treasurer)  
Victoria Hunt \*\*\*  
Nicholas Lee \*\*\*  
Kate Pryke \*\* \*\*\* (appointed 13 June 2024, Deputy Chair and Hon Secretary from 1 February 2025, Chair from 13 November 2025)  
Amit Sheth \*\* (appointed 19 November 2024)  
Andrew Thompson (resigned 23 May 2024)  
Simon van Eeden (appointed 18 December 2024)  
Caroline Clarke (appointed 9 July 2025)

In line with the Charity Governance Code<sup>3</sup>, the Board regularly reviews its composition and undertakes recruitment to refresh the Board. Due to the significant changes that the charity faced in recruiting both a new Chief Executive and new Chair in 2025/2026, Susan Harrison and Victoria Hunt have remained Board members beyond the Governance Code guidance of a maximum term of nine years. The Board is grateful for their willingness to support the Board and the organisation during a time of significant personnel changes.

### Members of Board Committees:

\* Audit and Risk Committee  
\*\* Finance Committee  
\*\*\* Nominations Committee

### Solicitors

Stone King LLP, Boundary House, 91 Charterhouse Street, London EC1M 6HR

### Auditor

Godfrey Wilson Ltd, 5<sup>th</sup> Floor, Mariner House, 62 Prince Street, Bristol, BS1 4QD

### Bankers

Lloyds Bank plc, Law Courts, PO Box 1000, BX1 1LT

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<sup>3</sup> <https://www.charitygovernancecode.org/en>

**Chief Executive Officer**

Heather Blake (resigned 30<sup>th</sup> July 2025)

Louise Wright (appointed 21<sup>st</sup> July 2025)

**CHANGING FACES**

England & Wales - Charity number 1011222

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# Accounts

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**CHANGING FACES**

**A Registered Charity  
A Company Limited by Guarantee**

**TRUSTEES' REPORT AND AUDITED FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED**

**31st MARCH 2024**

Godfrey Wilson Ltd  
Chartered Accountants  
Registered Statutory Auditors  
Bristol

Registered Charity number: 1011222  
Company Registration Number: 02710440  
Charity registered in Scotland: SC039725

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

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### CHAIR'S INTRODUCTION

We restructured the organisation in the later part of 2022/23 and early 2023/24, reducing our overall costs by over a third to improve our sustainability for the future in a difficult fundraising climate. This inevitably led to a reduction in our ability to deliver services, but we managed to keep this to a reduction of 21% overall (2,227 total unique clients in 2023/24 compared to 2,823 in 2022/23), smaller than the reduction in costs. At the same time, we maintained the high quality of our services, with our impact measures continuing to show strong results.

We also saw an increased use of our online self-help resources, with 128,000 users over the year, up from 92,500 the previous year. We continued our work to build relationships with health professionals, attending key events and growing our network to nearly 500 from a starting point of 236 at the beginning of the year. Excitingly, in October 2024 we will launch our first online education resource for health professionals, in partnership with the Primary Care Dermatology Society.

In spite of having fewer resources for our communications work, we prioritised the continued publication of real stories to convey the realities and variety of experiences of living with a visible difference and achieved a similar number and reach to the previous year. Our media work also achieved a similar reach.

In the second year of our current five-year strategy, we therefore managed to make progress against our two strategic goals in a challenging climate. However, we are conscious that these were not the big steps that we were hoping to achieve. The financial reality of a highly competitive funding environment and the economic climate for existing and potential donors meant we had to think differently about achieving our aims.

We have therefore re-planned our work for the last three years of the strategic period, 2024-2027. Our goals remain the same:

- **everyone across the UK with a visible difference or disfigurement will have access to the support they need, and**
- **we will significantly increase everyone's understanding and acceptance of visible difference and disfigurement and reduce prejudice and discrimination.**

These are still the critical changes we need to see, based on the strong evidence of our strategic review. But it may take us longer to achieve them, so our priority for the next three years is to make as much progress towards them as we can.

To achieve that, we have developed a three-year business plan for the delivery of the first goal of everyone having access to the support they need. This includes developing new service approaches which will significantly extend our reach and impact, working in partnership with others. Further details are in the "Looking Ahead" section below.

For our campaigning work, we also have a three-year plan in place with generous support from the VTCT Foundation. We will therefore be returning to much more proactive campaigning during 2024/25 and the following years, with the aim of shifting public perceptions in a measurable way to achieve our second strategic goal. In order to do this, we will need to work in partnership with others, including our colleagues in other charities in the Appearance Collective (a group of charities engaged in the visible difference arena) as well as with media and corporate partners who can amplify our voice.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

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Through the very hard work of our fundraising team, we have managed to stabilise our income and have ended the year in a reasonable position, with a number of commitments also already made for the year ahead. Income generation is still a challenge, and we are working on further diversifying our sources of income to increase our robustness. I would like to thank all our generous funders who continue to support us and help to make sure we are here for those who will continue to need us in the future. This applies equally to the many trusts and foundations who have supported us not just this year but over a number of years. Similarly, individuals have been especially generous not just in their personal donations but also by participating in fundraising events and personal challenges. These not only raise money for the charity, but they also have a significant impact on our external profile.

I would also like to give a very big thank you to the staff of Changing Faces who have continued to work so hard and with such dedication through a difficult year. They have a huge passion and motivation for our work and the difference that we make for everyone we are here to support. After such a challenging year, the stability of the team has been particularly important. I have been so impressed by their commitment and their support for each other, and by Heather's leadership.

I also want to thank the Trustees and the Leadership Team for all the efforts that they have put in to lead the organisation over the year. Two Trustees stepped down during the year, Emma Howard and Helen Gravestock. Another Trustee, Andrew Thompson, also stepped down between the end of the year and publication of this report. I would like to thank all of them for their support and commitment to Changing Faces. I'm also delighted to welcome Kate Pryke who joined us in June 2024 as a new Trustee.

As you may be aware, this is likely to be the last time I introduce our annual report. After more than nine years as Chair of Trustees a search is underway to find my successor. It has been both a rewarding and challenging time to serve as Chair. Managing the transition in leadership from our inspiring founder, James Partridge, such that we can ensure the work he started continues in perpetuity, has been hard for all those involved. I believe that I will be handing over an organisation that continues to make a significant impact to the lives of the many who we support. I believe we have an excellent, passionate team and a governance framework of which we can be proud. I would like to thank the many staff members who have delivered for Changing Faces during my tenure. Finally, I would like to thank all the many Trustees who have provided wise counsel and significant support over the last 10 years in particular.

*David Clayton*

**David Clayton**

**Chair of the Board of Trustees**

**Date:** 6 November 2024

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

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# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

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### OBJECTIVES AND ACTIVITIES

Changing Faces is the UK's leading charity for people in the UK with a scar, mark or condition that makes them look different.

We provide life-changing mental health, wellbeing and skin camouflage services. We work to transform understanding and acceptance of visible difference, and campaign to reduce prejudice and discrimination.

We won't stop until everyone with a visible difference or disfigurement is supported and respected.

### WHY OUR WORK IS NEEDED

*"As I started school, I was constantly stared at, made fun of, and told by my peers that I don't deserve to have friends and to be treated well because of the way I looked. I still remember heading home every single day feeling so ashamed about my appearance, thinking to myself, "What have I done to deserve a life like this?" – Anahita, born with a rare eye condition called congenital fibrotic syndrome.*

Looking different in a world where there is such pressure to look a certain way presents huge challenges. People with visible differences are vulnerable to isolation, loneliness, social anxiety, and low self-esteem. They often face staring, harassment, bullying and hate crime. They can experience lowered expectations in school, problems getting work and stereotyping in the media.

In 2023/24 we pulled together all the evidence we have of these pressures and the impact they have, to inform plans for the next three years for both our support and campaigning work. The results are very powerful.

- Around half of people living with a visible difference say they feel self-conscious or embarrassed about their visible difference, and a quarter say they feel isolated or lonely.
- Half (49%) have experienced hostile behaviour because of their visible difference, and 33% have experienced a hate crime.
- Almost half of young people who have a visible difference are bullied at school. 50% of young people say they have witnessed negative behaviour towards a person with a visible difference – like staring, pointing, or saying something nasty to them, or taking a photo of them.

We have also asked the general public about their experience in relation to people with visible differences.

- More than half of people (56%) say they have witnessed, in person, someone with a visible difference being subject to stares, more than a third (35%) have witnessed negative comments being said, and (34%) have witnessed bullying.
- When asked directly, nearly 6 in 10 people, (58%) say they have found themselves staring at someone with a visible difference.
- More than half (55%) of people agreed that they think popular culture is changing to be more inclusive, but those with visible differences are being left behind.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

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Taken together this paints a very clear picture of continued anxiety and isolation for many people living with visible differences, in a society where appearance appears to be growing rather than decreasing in importance due to the pressures of social media.

### HOW DOES CHANGING FACES HELP?

*"I am extremely grateful for all the wellbeing support I have received from Changing Faces - my wonderful practitioner helped me to manage my relationship with my visible difference and develop the confidence to start thriving again!" Adult 1-1 client*

Changing Faces provides life-changing mental health, wellbeing and skin camouflage services. We work to transform understanding and acceptance of visible difference, and campaign to reduce prejudice and discrimination.

We have two strategic goals which drive all of our work:

- 1. By 2027, everyone across the UK with a visible difference or disfigurement will have access to the support they need.**
- 2. By 2027, we will significantly increase everyone's understanding and acceptance of visible difference and disfigurement, and reduce prejudice and discrimination.**

2023/24 was the second year of delivery against these goals as part of our five-year strategy. In common with many charities, we have experienced constraints on our income over the last year due to the current economic climate, so we have not done everything we originally planned to do, but we have achieved a lot. We are proud of the difference we have made for so many people living with visible differences.

# CHANGING FACES

REPORT OF THE TRUSTEES for the year ended 31st March 2024

## ACHIEVEMENTS AGAINST OUR STRATEGIC GOALS

### Summary of our year in numbers

<b>Goal 1: Increasing reach and accessibility of support</b>			
	<b>Our 2022/23 result</b>	<b>Our 2023/24 target</b>	<b>Our 2023/24 result</b>
Services have supported clients to manage their appearance-related concerns more easily	89%	85%	87%
Self-referrals to Changing Faces services	3,618	3,342	3,041 (a)
Referrals from health professionals	543	476	368
Total unique clients across skin camouflage and wellbeing services (figures for individual services are in the sections below)	2,823	2,082	2,227
Users who have accessed online self-help (either self-help information or peer support through the forum)	92,511	147,292	127,753
Size of health professional mailing list	236	500	494
<b>Goal 2: Increasing understanding and acceptance of visible difference</b>			
	<b>Our 2022/23 result</b>	<b>Our 2023/24 target</b>	<b>Our 2023/24 result</b>
Number of real stories on the website including case studies from service users and generated as part of media campaigns	49	45	49
Number of users viewing our real stories on the website	52,790	42,052	55,914
National and regional media pieces including the voice of someone with a visible difference	300	212	362
Total size of audience exposed to media pieces	241 million	77 million	259 million
Number of downloads of education resources	2,763	2,500	3,333

a) During 2023/24 we changed our referral process for skin camouflage which is a key reason for the drop – this meant the number of expressions of interest for the service fell but the number of completed self-referrals did not.

## GOAL 1: BY 2027, EVERYONE ACROSS THE UK WITH A VISIBLE DIFFERENCE OR DISFIGUREMENT WILL HAVE ACCESS TO THE SUPPORT THEY NEED

- 1. Continue existing support services, aiming to support as many people as possible at current resource levels**

### Summary

With huge thanks to the amazing and hard work of the teams, we produced great Key Performance Indicator results for the services – and ended up over-achieving on both our reach (107%) and impact (102%) targets for the year.

This was despite significant challenges and changes in both the Wellbeing and Skin Camouflage Services due to the financial climate. As part of a restructure, we reduced staff and senior

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

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management count and combined oversight into one Head of Services role, with two Service Managers leading on each area.

We devised a business plan for the delivery of Goal 1 in Q4, outlining our plans for services and education work over the next three years. This includes proposals for the development of a new online platform to support people with visible difference. See more about this in the Looking Ahead section below.

### **Wellbeing Service**

All of our 1-1 and group services continued to be delivered online or by phone during 2023/2024. This year also saw the completion and presentation of our clinical model to the board and the staff team.

### **Support & Information Line (SIL)**

*“The service I received was fantastic so helpful.” SIL user*

The SIL team delivered a service to 789 unique clients reaching 101% of the KPI target (780).

In terms of impact, 89% of SIL clients felt well supported to manage their appearance-related concerns more easily. This was 5% over the KPI target.

*“Exceptional service provided by Caroline. She supported me and provided me with all the information that I needed to research other providers offering support. She listened to me which was a great help in me being able to express my anxiety to someone other than close friends. Thank you.” SIL user*

This year, we continued to make improvements to the processing of enquiries and honed our thresholds for the service to enable us to manage clearer expectations with clients. The whole Wellbeing Team handled SIL enquiries to enable us to cover better in busy times, or in periods of illness or annual leave. We launched a new self-service booking option via Microsoft Bookings, to enable clients to choose their own time for a support call. This has brought great efficiencies for the team and gives the client agency over booking or cancelling a slot.

*“When I was contacted to process my inquiry, the communication was conducted with the utmost sensitivity, professionalism and empathy. At every stage in the assessment of my needs I was given the choice to pause the conversation and resume another time or to continue. To me this reflected understanding of an individual's ability for decision making at emotional times and reflected the care and consideration being given to all in accessing the service. This was communication with an expert and gave me sense that all who I may encounter on my journey would show similar qualities.” SIL user after a support call*

### **Peer Group Chat (PGC)**

*“I was amazed at how connected I felt to a group of people I met through Zoom. Eva created a space where I felt like I could be honest, and I was overwhelmed with how similar the experiences and thought processes I shared with other members.” PGC attendee*

This year, we ran the 8-week Peer Group Chat four times (with one group starting in late 2022/23):

- Spring (March – May 2023)
- Autumn (Sept – Nov 2023)
- Winter (Nov 2023 – Jan 2024)
- Spring (Feb – Mar 2024)

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

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We had 33 clients seen by the service, with 30 participants attending sessions in the groups (out of a target of 21), over-reaching the target at 157% – partly due to one group starting in 2022/23.

The team reviewed the outcomes measure for PGC, and we are now using the Short Warwick-Edinburgh Mental Wellbeing Scale (SWEMWBS) for this service, as well as for our 1-1 and Skin Camouflage services. The difference between average metric SWEWMBS score before and after attending the PGC was 2.4, which is significant. Pre-support, 72.7% of clients fell into the low level of wellbeing category. However, after support, this fell to 44.4%.

*“I’m finding that I’m opening up more and getting more comfortable sharing my story as the weeks go on - thank you for creating a safe space to do this.” PGC attendee*

Whilst the other groups were run via Zoom, the first cohort ran on the chatroom-based Chatwee platform, to make the PGC service accessible to clients, as visible difference may affect their speech or expression and to those who prefer to express themselves in writing.

*“It was really validating hearing experiences from other people who are dealing with the same issues as me – it made me feel less alone.” PGC attendee*

### **One-to-one counselling and wellbeing sessions for adults, children and young people**

*“I would just like to say, I am extremely grateful for the Changing Faces sessions, they have literally changed my life for the better. I am now much more confident moving forward and feel that I have almost total control over my social anxiety issues.” Adult 1-1 client*

Wellbeing Practitioners delivered 1-1 sessions to 181 clients, out of a projected 204, reaching 89% of the target this year. We ended up seeing fewer clients in sessions than expected in Q1/Q2, largely as a result of the impact of the restructure in the practitioner team, and so were playing catch up for the rest of the year.

*“It was very good speaking with Rebecca for the duration of our sessions. She exudes a very calming influence and was very good at summing things up.” Adult 1-1 client*

The impact result for 1-1 sessions supporting clients to manage their appearance-related concerns more easily was 91%, higher than our target of 84%.

In Q3/Q4, the team worked hard with the CRM & Impact Manager to increase the number of people who are opting-in to the SWEMWBS evaluation process. The difference between average metric SWEWMBS score before and after 1-1 sessions was 3.0, which is significant. Over 80% of clients reported low levels of wellbeing before their support. After support, this had dropped to less than 45%.

We continue to receive positive comments from those who receive a 1-to-1 service from us.

*“Giving my daughter the ability to have support from someone with expertise in visible differences. Lisa was able to delve deep into issues to help ensure my daughter was tackling and processing anxieties and did it in a way that she felt supported rather than being told what to do... We have had various forms of counselling for our daughter, but none were as specialist as this one; the empathy and expertise were so valuable to us all.” Parent 1-1 client*

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

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### Online workshops for children, young people and families (CYPF)

*"I liked the whole thing and felt a lot more hopeful after the workshop." Parent / carer workshop attendee*

*"Thank you for putting this Zoom on for our children. It's really great to get some help and advice when there isn't a lot of help with regards to how to deal with a visible difference from a non-medical point of view. The speakers were calm, clear and full of helpful information." Parent feedback on behalf of a young attendee*

We delivered workshops to 80 clients, out of a projected 75, exceeding the target at 107%. We hosted four online workshops this year – all delivered via Zoom:

- June 2023: we ran "Supporting Your Child" for adult family members of CYP with a visible difference. There were 23 people in attendance.
- September 2023: we hosted our "Boost Your Confidence" for young people. This was timed to coincide with the start of the school year. Five CYP attended on the night (we expected around 14, however, we recognised that parents had signed young people up, perhaps without asking their child first). We are examining ways to increase attendance at these in the future.
- November 2023: we hosted "Supporting Your Child" for parents, carers and family members. We had 25 attendees at the event.
- February 2024: another "Supporting Your Child" workshop was held for parents, carers and family members, with 27 attendees.

At each workshop we have a champion or campaigner present to talk about their visible difference journey. This is generally a very popular and valuable part of the event.

*"Listening to the guests who have visible differences and their journey and support received through changing faces and their family." Parent / carer workshop attendee*

*"It was all good and I loved that you had someone who had gone through the process and came out the other end it was amazing." Parent / carer workshop attendee*

Unlike the CYP workshops, we do not have issues with recruiting parents and carers. We reviewed our approaches and implemented a year-round sign-up form for families to register their interest in future workshops, with positive results. We also meet with each family ahead the event, encouraging partners, co-parents, and other carers to attend to hear the information first-hand, creating a more holistic approach.

### Online Community Forum

The online community forum received a total of 7,228 visitors, against an annual target of 6,777 visitors, so achieved 107% of target. We had 308 new joiners this year. Both our online forum and our website self-help pages have some international as well as UK-based users, though users are predominantly UK-based.

### Self-help advice and guidance

This year saw 120,525 active users accessing our online advice and guidance (reaching 86% of target). The most popular pages were: The Effects of Physical Appearance on Self Esteem, Why Do People Stare at Me? and What to Do When Someone Comments on Your Appearance.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

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### Website and webpages

The Wellbeing Team worked with the Digital Manager to review the navigation of the Children, Young People and Families sections of the advice and guidance pages. This included reviewing the icons used on the menu pages to make the sections easier to navigate for different age groups.

The team also worked closely with Communications & Campaigning to help them to increase the number of real stories from Wellbeing service users and supported with process updates to make it easier for former users to share their story.

### Skin Camouflage Service

*“The consultants were so lovely and polite and made me feel very welcomed. They understood my concerns and helped me with applying the products. I really appreciate the service provided. They were so nice to talk to and made me feel very comfortable given that I am very sensitive about the scar. After the application of the makeup, I felt emotional as it looked very great and I could barely see it. Thank you so much!” Adult female client*

### Skin Camouflage Service rationalisation

From June to August 2023, we carried out an extensive change project, addressing the need to reduce the Skin Camouflage Service costs by 50% (mainly practitioner and venue costs).

Despite the huge challenge of this task, the team worked professionally and pragmatically to assess each clinic, considering numbers of client referrals / appointments, venue hire costs, the location and funding. Options for change included reducing clinic frequency, reducing the number of clinics in a location or complete closure. As a result, we maximised the number of practitioners and venues to retain 65% of our current level of clinics, whilst saving 50% of the costs, to provide as much service to clients as possible, whilst leaving potential for growth. We made seven Skin Camouflage Practitioner (SCP) redundancies, with six SCPs reducing their hours and twelve SCPs remaining unchanged. We are very grateful to all the SCPs for their support throughout this difficult period and would like to thank those who have left for the impact they have made for our clients over their time with us.

### Service Reach

This year, the Skin Camouflage Service supported a total of 1,188 people in face-to-face appointments (96% of target) and 278 clients in online sessions (171% of target).

*“The practitioner made me feel very comfortable. She took her time matching the camouflage cream to my skin tone and in the end I think she found a perfect match. She showed me how to apply it and then let me practice it too. I’m very grateful!” Adult female client*

*‘I really enjoyed and benefitted from my experience with Changing Faces. The consultant worked with me in a collaborative way to agree the most appropriate colour of camouflage for my face. She was friendly and supportive and I was very satisfied. I feel more confident in meeting people now. Thank you for putting me in touch with the service so quickly.’ Adult male client*

*“We loved attending the appointment, [The practitioner] made us feel very comfortable, was extremely helpful regarding any questions I had and made my daughter feel at ease throughout the process. We really appreciate it.” Parent of CYP client*

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There were a number of reasons for the face-to-face numbers falling below target. In Q3 we experienced particular issues with running clinics, due to sickness within the practitioner team and lack of availability of two venues. The team worked hard to replace these appointments by using other clinics or asking other practitioners to cover extra.

### Service Impact

The Skin Camouflage Service delivered great outcomes for clients with 93% of people stating we supported them to manage their appearance-related concerns more easily, 109% of the target. The difference between average metric SWEWMBS score before and after 1-1 sessions was 1.5, which is significant. Over 50% of clients reported low levels of wellbeing before their session. After the skin camouflage appointment, this dropped to 32.4%, and 29.4% fell into the high wellbeing category.

*“It really made a difference as I am very self-conscious about my scars which I got from a car accident. With the camouflage makeup I feel more confident about going out, looking in the mirror and having my picture taken.” Adult female client*

*“[The practitioner] was absolutely brilliant. She made me feel at ease and was really kind throughout the appointment. She took her time to perfectly match me to a cover cream and we tried different shades, she asked for my thoughts on the shades throughout and made sure I was feeling comfortable throughout. She is genuinely one of the kindest and friendliest people I have ever met and she is an absolute asset to Changing Faces.” Young person client*

### Funding arrangements

We have continued to liaise effectively every six months with North-East London Integrated Care Board, who host our NHS funding arrangement for England. The meeting with the Deputy Chief Medical Officer of NHS Scotland in March 2023 to discuss a similar hosted funding arrangement for Scotland sadly came to nothing, so our arrangements here continue to be with individual Health Boards.

### Venue Cost Savings Project

We completed a review of the costs of venues. However, it became clear that many of the venues are already priced below market value. The current market for rentals has become increasingly competitive and costly and, in some areas, we are having to book our venues much further in advance and for a longer timeframe to ensure the stability of the clinics.

### Services Complaints

We had one formal complaint regarding a Skin Camouflage appointment this year. This was handled satisfactorily.

## 2. Expansion of Services into Wales and Northern Ireland

Our planned expansion of skin camouflage services into Wales has been a journey of ups and downs.

After agreement in principle from the NHS in Wales to the need for a service in the summer of 2022, and completion of procurement processes, in May 2023 we finally received the news that we had been selected as the preferred provider of Skin Camouflage Wales from the Welsh Health

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Specialised Services Committee (WHSSC), with agreement to fund the project set-up costs, plus partial running costs for 18 months. The aim was to sign the contract in September 2023.

We also secured a £34k grant from the Moondance Foundation for year 1 (with potential for years 2 and 3), enabling us to fully cover the delivery costs.

We attended several meetings, produced a detailed proposal and an evaluation approach. Then all went quiet – and disappointingly, in August 2023, we were informed by WHSSC that there was a ‘pause’ to the agreed procurement due a review of investments for 2023-24. Despite the evidence we continued to provide of the need for the service, in December 2023 WHSSC informed us that there was no new funding for 2024/25.

However, in February 2024, things took a more positive and hopeful turn. Thanks to pressure from dermatologists in Wales who are strongly convinced of the need for the service, we managed to re-open discussions with the Welsh government via a different route and a different potential source of funding. Some progress has been made but we are still not in a position of having confirmed funding arrangements. We hope to achieve this in 2024/25.

Due to the reduction in management resource and the need to save costs, any plans to explore expansion into Northern Ireland are currently on hold.

### 3. Engage health professionals

Our goals for engaging healthcare professional (HCPs) are to:

- Raise Changing Faces’ profile with HCPs;
- Increase referrals from HCPs to wellbeing and skin camouflage services;
- Educate and inform HCPs about the mental health and wellbeing concerns that many of their patients face as a result of their visible difference.

Due to the size and complexity of the healthcare system we have been prioritising engagement with two groups of health professionals – GPs and dermatologists/dermatology nurses. We have engaged with professional bodies in these areas, particularly the British Association of Dermatology and the Primary Care Dermatology Society. In 2023/24 we also started widening engagement to include plastics, maxillofacial and orthodontic clinicians.

Key events during the year included:

- Presenting at the plenary session of the British Association of Dermatology annual conference
- Attendance at the British Dermatological Nursing Group conference
- Giving a two-hour talk to an audience of over 200 healthcare professionals at the Royal Society of Medicine on the impact of living with a visible difference, and what health professionals can do to support patients
- Speaking to the Orthodontic Consultants group at the Royal College of Surgeons
- Training for 50 MSc students on the University of Hertfordshire Skin & Mind course
- Online talk to students on the inflammatory diseases course at St Johns DermAcademy
- Presentation at the BOPSS (British Oculoplastic Surgery Society) annual conference

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We grew our HCP mailing list from 236 at the start of the year to 494 by March 2024. Three newsletters went out during the course of the year with links to our information and how to refer to our services, information about upcoming events and new research. We also consulted the network about the format of our patient information leaflets, with a good level of engagement.

During the second half of 2023/24 we worked with Professor Andrew Thompson, our Trustee and a leading clinical psychologist, and with the Primary Care Dermatology Society on a new online education resource aimed at GPs. The resource will help GPs to understand the psychological impact of living with a visible difference and guide them in how to support their patients more effectively. The resource is due to be launched in October 2024 and will be available on both the Changing Faces and the Primary Care Dermatology Society websites.

## **GOAL 2: BY 2027 WE WILL SIGNIFICANTLY INCREASE EVERYONE'S UNDERSTANDING AND ACCEPTANCE OF VISIBLE DIFFERENCE AND DISFIGUREMENT, AND REDUCE PREJUDICE AND DISCRIMINATION**

### **1. Continue work to build a stronger voice for people with visible differences**

Through our campaigns and communications work, we give a voice to the experiences and opinions of people with a visible difference, placing them front and centre of everything we do. We challenge outdated assumptions, and promote a more inclusive, tolerant world for people with a visible difference where they can truly feel supported and valued.

We work with people with a visible difference, including our Ambassadors and Champions, towards these goals and provide media training and personalised support to share their stories and take up opportunities to increase the understanding of those around them.

A major media highlight for 2023/24 featured several campaigners and ambassadors on The One Show, where they spoke about their lived experience and what they would like to see change for the visible difference community.

Our campaigners also spoke at a variety of healthcare events, including the Consultant Orthodontics Group conference, a Royal Free GP training session, and a Royal Society of Medicine online event.

*"Being a campaigner has enabled me to further strengthen my connections to people within the visible difference community. I'm so grateful that my work with Changing Faces provides me with the chance to project my views in an impactful way, influencing society for the better."* – Allie

To further improve the support that we offer to our campaigners, we have implemented a new feedback system, where we send out both pre- and post-session surveys to assess the growth in knowledge and confidence following the sessions. We can then use this to develop our training programme in future, and ensure our campaigners have the skills they need to use their voice in a range of ways.

Topics covered by the sessions include media training, opinion piece writing, public speaking and growing your social media presence as a campaigner.

In 2023/24, we shared 49 new real stories on our website which between them had 55,914 unique page views. We also had 362 media hits which included the voice of people with lived experience. The reach of this coverage was 258.73 million.

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### 2. Campaigns and influencing to address strategic themes

#### Face Equality Week

During Face Equality Week 2023, we focused on counteracting stigma with our #ThisIsMe campaign. We released new research and called for more positive representations of visible differences across popular culture.

Activity on social media included highlighting our new research, launching our campaign film and sharing real stories from campaigners who were passionate about tackling stigma and calling for more positive representation.

During the week we also reached out to celebrities, influencers and content creators to support our message to organically grow our video views without depending on budget to promote our social media posts.

We also launched our TikTok channel during the week, to reach a younger audience new to Changing Faces and to further raise awareness without paid promotion.

Also, as part of Face Equality Week 2023, a press release was sent to regional, national and broadcast media, and 31 pieces of coverage were achieved, with a total reach of 2.53 million. Highlights included BBC South East, BBC Look North, and BBC Wales News.

Ambassador, Tulsi, was the face of the campaign film: *“The stigma and negative stereotypes out there that show visible differences and disfigurements as something bad, scary or disturbing are helping to fuel negative attitudes.*

*“I’m proud of who I am, and I think everyone deserves to see themselves represented positively. If I can be the role model someone else needs to see, to help them feel less isolated or alone, then until popular culture catches up, I’ll put myself out there and say, ‘This Is Me’.”*

#### Halloween

For Halloween 2023, we built on our I Am Not Your Villain campaign by sending an open letter to UK streaming platforms, asking them to consider the impact of the negative stereotypes the films they stream perpetuate for people with visible differences, particularly around Halloween.

Streaming platforms approached include Netflix UK, Amazon Prime, BBC iPlayer and Apple TV.

Three key asks were outlined in the letter:

- Consider updating individual film listings information within streaming platforms to include a description in the copy that highlights the film contains negative portrayals of those with visible differences, with a link to the “I Am Not Your Villain” campaign
- Consider integrating an on-screen caveat before the film plays that highlights the film does contain harmful tropes that portray negative perceptions of those with visible differences.

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- Consider signposting to support for those affected or seeking more information about the experiences of those with visible differences at the end of the film, highlighting Changing Faces' website.

Following this letter, a press release was issued highlighting that the asks had been made. The press release contained quotes from Changing Faces CEO, Heather Blake, actor Beth Bradfield, and campaigner Chris Heppell.

This resulted in a wave of coverage across regional, national and international media, including broadcast. For example, Lad Bible, Sky, Daily Express, Guardian, BBC Radio Jersey, BBC Radio Guernsey, and Variety.

In total, there were 46 pieces of coverage and more syndicated pieces internationally, creating 135 million "opportunities to see" (OTS).

In response to the open letter, we arranged a meeting with the BBC who were keen to engage with us on the topic and consider what steps could be taken to improve representation and educate the general public.

On social media, our Halloween content reached 234k accounts with 12k engagements (likes, comments, shares). This made it the second biggest campaign moment for us after Face Equality Week.

## STRATEGIC ENABLERS TO SUPPORT ACHIEVEMENT OF BOTH GOALS

### 1. Growing our income

In the financial year 2023/24, we raised income of £1,313k, against a target of £1,587k. Like many charities, we continued to face challenges as result of the economic climate and increased competition. Despite not fully achieving our fundraising target, we achieved a great deal of success, detailed below. We would like to take this opportunity to thank our donors for their continued support.

Our goal for the year 2023/24 was to grow our income, focusing on three key areas:

**Continued development of Trusts and Foundations:** Our relationships with trusts and foundations remain vital in delivering our charitable activities and securing our sustainability for the future. We have focused on nurturing our existing relationships, whilst seeking out new opportunities. During the year, we were successful in achieving £813k of funding from trusts and foundations, including a number of new multi-year grants. We are very grateful to our long-standing partners who have been flexible in their approach to funding to allow us to spend the money where it is needed most.

**Increasing philanthropic donations:** We recognise the importance this group of individuals brings to Changing Faces, both in terms of monetary support but also as advocates for the cause and influencers within their own network. To further support our major donor fundraising efforts, we were able to host a small number of intimate events over the course of the year which supported us in securing £84k from major donors for the year as a whole. In addition, we have also been able to engage with new donors close to our cause and we look forward to further developing these relationships in the years to come.

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**Further development of our individual giving programme:** During the year, we focused our efforts on creating a comprehensive donor stewardship plan that sought to share the impact of their support. The challenging economic climate resulted in a difficult year for individual giving, however, we were able to pivot during the year to focus on challenges and community events which saw a higher-than-expected income during the year.

### Looking ahead to 2024/25

As we look forward to income generation for 2024/25, we will:

- Continue to focus our efforts on Trusts and Foundations fundraising, particularly securing long-term partnerships that are vital for our growth and sustainability, and looking to secure more unrestricted funding and reasonable support to our overhead costs.
- Further develop both our major donor fundraising and legacy proposition
- Maintain our individual giving programme and continue to grow income from community and challenges.

## 2. Raising awareness

Throughout 2023/24 we continued to raise awareness of Changing Faces through our campaigns and fundraising appeals, covered elsewhere in this report. We also continued to run our 'always-on' digital marketing activities which includes an email marketing programme, organic social media (and some paid social media ads), and both organic and paid search engine marketing, including the Google Grant.

Throughout the year, the Google Grant generated over 400,000 impressions, and 44,000 clicks. This brought an additional 36,000 users to the website, and resulted in over 3,000 conversions to other activity such as longer/multiple page views, downloads and service referral form completions.

We also built on the success of last year's activity to increase our email subscriber list by testing a new approach to our supporter emails. We changed from monthly emails covering a number of issues and updates, to weekly single-content emails with a scheduled programme including service updates, campaigns and fundraising activity. This was particularly successful for our Christmas campaign. We have also been testing segmentation of different email approaches to different audiences, where resource allows.

## 3. Organisational health

### Our team and our values

The start of 2023/24 was a difficult time for our team as we came through a period of restructuring to reduce costs, with some valued colleagues leaving as a result. We have aimed throughout the year to put as much in place as possible to support the team through this time, and to encourage open conversations about the impact of the changes and what is most helpful, in line with our values of being Courageous, Open, Supportive and Inclusive.

In particular we have run a staff survey every quarter this year to understand how people are feeling about their work and the organisation, and to get feedback and ideas on what we can do to help. In response to the findings, we organised regular team get-togethers and workshop sessions, to help

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people feel more connected in a fully remote working environment. We have prioritised good internal communications, with fortnightly updates on key developments and regular drop-ins for teams to explain their work and priorities to each other, and we have aimed to be as transparent as possible with the team about our financial position and any significant changes. We have seen morale increase steadily after the difficult early part of the year to a much better place by the end of the year.

We are enormously proud that the commitment of the staff team to our clients and beneficiaries, and to each other, has meant that our vital work continued smoothly through this difficult year. We would like to thank all staff for their dedication and hard work.

### **CRM (Customer Relationship Management) and website**

Like most charities, we use a CRM system to manage our data and help make the experience of our supporters and clients as smooth as possible. Building on investment in previous years, we have continued to use data and research to optimise our digital platforms, improving user experience and driving organisational efficiency.

The website is a key point of access to support and advice by people with a visible difference and this year developments have included:

- Streamlining the Skin Camouflage registration website user journey
- Developing a content governance model to ensure regularly up-to-date information on authoritative pages.
- Making it easier for people to search for and find condition-specific pages.

For our Customer Relationship Management (CRM) software, the key changes include:

- Rolling out single-step referral process for individuals seeking skin camouflage support
- Automating the majority of our feedback and evaluation mechanisms across our services, to improve response rates and reduce staff administration time.
- Standardising the way enquiries through to our wellbeing services are recorded, to facilitate easier case prioritisation and outcome measurement.
- Updating our appointment booking system for skin camouflage clients, to allow for automated CRM integration when a cancellation or re-booking is required.
- Review historic donor and fundraising data, to standardise entry processes and make reporting and responding to donor journeys simpler.
- Begin developing a new iteration of our skin camouflage service practitioner app.
- Audited fields and records for cleansing and rationalisation.

### **Tracking achievement of strategic goals, in-year KPIs and evaluation of our impact on beneficiaries**

We have further improved collection and monitoring processes across the organisation, whilst improving staff access to reporting features to allow for greater self-servicing of data.

- Building on the rollout of the Short Warwick-Edinburgh Mental Wellbeing Scale (SWEMWBS) to our Peer Group Chat Service, we have worked with our services teams to improve take up of our evaluation measures from clients.

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- We set up automated email requests and reminders linked to evaluation measures across several services and set up monitoring reports and dashboards to help delivery staff monitor take up and scoring.
- We undertook a review of our donor data within the CRM, and standardised the entry process for new donations, to better understand our relationships with supporters and plan fundraising campaigns more effectively.
- We reviewed and created an impact review for the previous financial year, to better understand our beneficiaries, communicate our work with key stakeholders, and help inform planning for delivery based on the insights.

### Safeguarding

In 2023/24, there was one incident requiring external escalation to the person's GP, and 20 lower risk safeguarding concerns raised and resolved across the year.

The Safeguarding Team met every two months to review and discuss safeguarding cases raised and to learn via a reflective practice process. The Head of Safeguarding has also met with the two Service Managers to discuss any safeguarding business every two months.

From April to July 2023, the Head of Services and Safeguarding Lead carried out a mutual peer review of Safeguarding Policies and Procedures with the Senior Designated Safeguarding Lead at the Catholic Children's Society (CCS).

The review consisted of going through each policy and commenting, highlighting or questioning where appropriate, and giving each relevant point a numerical score out of 5 (1 being poor, 5 being excellent). Following this, there was an in-depth feedback session to explore further, clarify and discuss further detail. Overall, we scored an average of 92% across all the policies and procedures. CCS gave the feedback, "I found the policy and procedure documents were clear and thorough and well written." The main feedback points were around repetition, clarity and length of documents, which matched the feedback we received from our internal review.

Following this, we enacted the feedback in our annual update of safeguarding policies and procedures, which was carried out in August and September 2023. The updated policies and procedures were ratified by the Board in October 2023. All staff signed their understanding and agreement to these in January 2024.

### Premises and ways of working

During 2023/24 we have been working fully remotely, with the exception of our face-to-face skin camouflage clinics. Working practices have changed throughout the charity and other sectors since the pandemic, and our trial of a short-term office lease in 2022/23 showed that a standard office base was not the perfect answer for our needs. We have an aspiration to have a small service hub in London in the future with some minimal office space and shared/bookable meeting rooms, but in the meantime, we can operate well with a fully remote model as long as we take steps to ensure that teams can maintain regular contact. This includes 3-4 all staff away days each year ensuring teams can come together, celebrate successes and learn from each other, and the ability of some teams to come together in person more frequently as needed. We have made use of free spaces available to us from various contacts including corporate partners, and are very grateful to partners for enabling this.

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### Equality, diversity and inclusion

As a charity whose mission and vision are to build a fairer and more equal society for everyone, we are absolutely committed to being a fair, open and inclusive organisation delivering services that consider the needs of all members of our community. Our clients and community are welcomed irrespective of faith, race, culture, nationality or sexual orientation. We monitor protected characteristics such as gender, ethnicity, disability and age. We are also looking to introduce questions to monitor socio-economic background.

As an example, in relation to ethnicity we captured data for 75% of clients seen. 'White British or other' was the largest ethnicity group (59%). This is a smaller proportion than the 2021 census for England and Wales, where 81% identified their ethnic group within the high-level 'White' category. The next most common higher-level group was 'Asian/Asian British' (20%), which is larger than the 9.3% recorded in the 2021 ONS census.

People with visible differences can face deep discrimination and challenges because of both their appearance and other protected characteristics such as race, disability and class. Our services and campaigns look to recognise the intersectional challenges and impacts of living with other protected characteristics and visible difference on mental health, wellbeing and discrimination.

Equality, diversity and inclusion were central to the development of our strategy, and inclusion is one of our organisation's values. We continue to work hard to embed this across everything we do, whether that is recruitment of staff or campaigners or working to ensure our services are as accessible as possible. Part of this requires us to examine the impacts of change in our delivery model, and the changing availability of our in-person skin camouflage clinics is the service where this will have greatest impact. Balancing operational capacity with access (mostly geographic, but also noting the variable populations in different geographies) will mean considering optimum placement for future clinics. We also need to consider those who may find it more difficult to access online services as these form an increasing part of our offer. In recruitment for our newer campaigner cohort, and in selection of case studies and stories to share, we will continue to try and find a broader array of voices than those who are more frequently represented.

### LOOKING AHEAD – PLANS FOR 2024/25

2024/25 is the third year of our five-year strategy. As for many charities, we are seeking to deliver our work against the backdrop of a very challenging economic situation which means our resources are more limited than we expected them to be when we set our strategic goals. During 2023/24 we took account of the changed financial situation to re-assess how we should now pursue our two strategic goals.

- Everyone across the UK with a visible difference or disfigurement will have access to the support they need.
- We will significantly increase everyone's understanding and acceptance of visible difference and disfigurement, and reduce prejudice and discrimination.

We have now developed three-year business plans for both goals, with the aim of making significant progress against them by the original timeframe of 2027 but accepting that it will take longer to fully deliver them. The goals continue to provide the basis of all our planning and prioritisation, because they were based on firm evidence of the highest needs in our strategy process.

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For the first goal of **everyone across the UK with a visible difference or disfigurement having access to the support they need**, our 3-year plan means that we will:

- Continue our efforts to expand skin camouflage into Wales.
- Keep the Skin Camouflage Service in England and Scotland at a similar overall size, whilst reviewing the service delivery model to make it more robust.
- Develop a business plan for a Skin Camouflage Training Service to meet more need by expanding others' capability, and proceed if this can be done cost-neutrally.
- Maintain our current wellbeing services at a similar size overall but aim to improve the cost-effectiveness of Peer Group Chat and Workshops.
- Develop and test a new approach to significantly increase the reach and overall impact of wellbeing support. From initial analysis the current front-runner is an Online Interactive Learning Platform, but suitability/acceptability will need to be tested.
- Continue building health professional relationships and networks, as resources allow. We will streamline our in-person talks and adapt our new education resource to new audiences, in order to improve understanding of psychological impact of visible difference.

With the financial restraints on the charity and the sector, achieving the goal of "everyone having access to the support they need" by 2027 is no longer realistic. However, with the approaches set out here, it is feasible to get the tools for this in place by 2027. This will be through a combination of our own work on new approaches and working in partnership with others, in particular some of the new resources coming out of the Centre for Appearance Research.

For our second goal of **significantly increasing everyone's understanding and acceptance of visible difference and disfigurement, and reducing prejudice and discrimination**, we developed a 3-year business plan for our campaigning work during 2023/24, generously funded by the VTCT Foundation. The VTCT Foundation are now part-funding the delivery of this plan, and we have a new Head of Communications, Campaigns and Digital in post from April 2024 to oversee the development and delivery of specific campaign plans. We will therefore be returning to much more proactive campaigning during 2024/25 and the following years, with the aim of shifting public perceptions in a measurable way. In order to do this, we will need to work in partnership with others, including our colleagues in other Appearance Collective charities as well as with media and corporate partners who can amplify our voice.

Throughout the planning and delivery of this work, our focus remains clearly on the difference we are making for individuals living with visible differences now, and the difference we will make for everyone in the longer term by changing attitudes and increasing the understanding and acceptance of visible difference. Our strategic review showed that we can only achieve our goals by working in partnership with others, and we are enormously grateful to everyone working with us to make the difference that is so badly needed.

## FUNDRAISING STATEMENT

Changing Faces remains dedicated to the pursuit of its charitable objectives, aiming to benefit of all people living with visible difference. Our fundraising efforts enable us to provide essential services and advocate for face equality across the UK.

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We continue to adhere to the guidance provided by the Fundraising Regulator, and we actively support the Code of Fundraising Practice. We promise to be open, honest, clear, respectful, fair, reasonable, and accountable - these are the cornerstones of our approach.

All Changing Faces staff and volunteers, including the Board of Trustees, are committed to being well informed and proficient in fundraising best practices. We prioritise providing our supporters with accurate and comprehensive information about our work, the responsible management of donations and income, and the secure handling of donor information.

The individuals that we contact via mail are supporters who have given their consent to be contacted by us. We do not engage in purchasing data lists for fundraising purposes and we do not share supporter details with any external parties. We also refrain from soliciting or accepting donations from companies or individuals engaged in activities that could harm the reputation or mission of our charity. The charity received no complaints regarding its fundraising activities in the last twelve months.

We did not employ professional fundraising agencies with regard to any aspects of our fundraising activities in 2023/24. All of our activities were planned and delivered in house by our small fundraising team, who build relationships with our supporters.

Our policies and procedures are compliant with best practice as set out by the Institute of Fundraising, with the best interests of our donors and vulnerable individuals. We never pressure anyone to make a donation and take particular care to avoid soliciting donations from vulnerable individuals.

We take complaints very seriously and conduct thorough investigations taking appropriate disciplinary measures when necessary. If a complaint is deemed serious enough it may result in the removal of a fundraiser from a campaign and/ or the termination of a campaign.

We extend our warmest gratitude to everyone who has supported Changing Faces this year. We are immensely thankful to individuals who have dedicated their time and effort to activities such as running, cycling, baking and more, all in support of our work. We are also hugely appreciative of those who have supported us through nominations, campaign sharing and voting.

We would like to express our sincere appreciation to NHS England and a number of Health Boards in Scotland for their continued support throughout the year. Corporate supporters, trusts and foundations have continued to support our work generously. In particular we would like to highlight the support of:

Amateurs Trust, The Childwick Trust, City Bridge Trust, the Eveson Trust, Garfield Weston Foundation, the Highway One Trust, The National Lottery Community Fund, Masonic Charitable Foundation, Moondance Foundation, the Self-Management Fund, administered by THE ALLIANCE on behalf of the Scottish Government, the William Grant Foundation, Vitol, and The VTCT Foundation.

## FINANCIAL REVIEW

2023/24 was another difficult year for many charities with the continued impact from the cost-of-living crisis driving costs up and increasing competition for funding. Against these external pressures however Changing Faces managed to achieve an increase in our income year on year and also finished the year in a surplus position. Our plan for 2023/24 was an ambitious one as we set out to grow our free reserves back up to 6 months following the challenging year in 2022/23. Whilst we can see that the cost review and restructure carried out from the latter part of 2022/23 and into 2023/24 was successful in improving our financial sustainability, due to the fundraising

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environment, our focus during the year shifted from growth to maintenance of our free reserves levels. We instead took action to build a solid fundraising foundation to enable gradual growth over the next few years.

Our 2024/25 budget reflects a more cautious income target taking the increased competition and financial environment into very careful consideration. We have already secured several multi-year grants, giving us a strong starting position for 2024/25. We have carried out extensive stress testing and projections, and are confident in the resilience of our plan which is to maintain our free reserve position whilst taking steps to diversify our income to secure the future sustainability of the charity.

Compared to prior year overall income increased to £1,313k from £1,239k in 2022/23 and against a budget of £1,587k. The key reasons for the variance against budget were:

1. A difficult economic environment, with the cost-of-living crisis and increased competition for funds resulting in lower gifts and donations in 2023/24.
2. Turnover within our Fundraising team, resulting in lower capacity to develop new bids and pipelines.
3. This was offset to an extent by an increase in our success with fundraising challenges with our London marathon runners in particular outperforming expectations.
4. This was also offset by an increase in our trust and grants year on year, however unfortunately growth in this area was also limited due to the external environment.

Expenditure was at £1,300k which was a reduction when compared to the prior year spend of £2,184k. This reflected the new cost base of the organisation following the review and restructure carried out towards the end of 2022/23.

### 2023/24 summary

Income grew in 2023/24:

<b>Income</b>	<b>2024</b>	<b>2023</b>
	<b>£'000</b>	<b>£'000</b>
<b>Gross income</b>		
Legacies	112	132
Income from trusts and grants	813	770
Other donations	203	140
Income from fundraising activity	76	38
Charitable activities	109	159
Investment income	-	-
<b>Gross income from operating activities</b>	<b>1,313</b>	<b>1,239</b>

Gross income from operations in 2023/24 increased by 6% compared to 2022/23. There were three key reasons for this growth:

- An increase of 100% (from £38k to £76k) in income from fundraising activity. This income line includes fundraising challenges carried out by supporters of the charity. Our London Marathon runners were very successful in their fundraising efforts for 2023/24 pushing this income above the amount received in 2022/23.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

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- An increase of 6% (from £770k to £813k) in income from trusts and grants. This is thanks to the support of trusts and foundations such as those listed above. This line varies year on year depending on the number of successful bids.
- An increase of 45% (from £140k to £203k) in income from other donations. This is driven by an increase in corporate donations in 2023/24.

Income from charitable activities includes payment for skin camouflage services provided by Changing Faces to clients in England and Scotland. These services are supported by NHS bodies under a mix of service level agreements (“SLAs”), contracts, and as non-contracted activity (NCA). The decrease seen in 2023/24 was primarily due to a reduction in volume, as a result of our cost-saving measures. We are paid per appointment and so this decrease in client numbers directly impacted our income position.

### Expenditure

	<b>2024</b>	<b>2023</b>
	<b>£'000</b>	<b>£'000</b>
Services and Innovation	765	1,365
Championing the Voice	193	325
Costs of income generation	342	494
<b>Total</b>	<b>1,300</b>	<b>2,184</b>

Services and Innovation comprises the charity’s work directly with people living with visible difference and includes one to one psychosocial and skin camouflage services, as well as group support activities, online resources, education, and training. Championing the voice comprises communications and campaigns.

Total costs in 2023/24 were £884k (40%) lower than in 2022/23. This was in line with our planned restructure following a difficult year in 2022/23 and the ongoing pressures facing the charity sector.

### Result

Changing Faces reported a surplus of £13k at the operating level in 2023/24 compared to an operating deficit of £945k in 2022/23.

	<b>2024</b>	<b>2023</b>
	<b>£'000</b>	<b>£'000</b>
Income	1,313	1,239
Costs	1,300	2,184
<b>Total reported (deficit) / surplus</b>	<b>13</b>	<b>(945)</b>

### Reserves

All charities are required to ensure that the amount they hold in reserves is appropriate for the charity’s size and the nature of its activities. Changing Faces’ policy is to hold free reserves calculated at six months of relevant unrestricted operational expenditure.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

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	2024 £'000	Restated 2023 £'000
Restricted reserves	274	221
Designated reserves	-	-
Free reserves	268	308
Unrestricted reserves	268	308
	<b>542</b>	<b>529</b>

### Restricted reserves

At 31 March 2024, restricted reserves totalled £274k (2023 restated: £221k). Restricted reserves are those funds which represent donations and grants received which are to be spent on a specific activity. These funds are ring-fenced, and costs are allocated against the funds by reference to the funders' expressed purposes.

### Unrestricted reserves

#### Designated reserves

At 31 March 2024, designated reserves totalled nil (2023: nil). Our designated reserves were fully utilised at the end of 2022/23, and no further designations have been made by trustees.

#### Unrestricted reserves: free reserves

At 31 March 2024, free reserves totalled £268k (2023 restated: £308k).

The Trustees have calculated the level of free reserves which are needed to allow the charity to meet its commitments to its clients, staff and other stakeholders, to manage the implications of a period of a shortfall in income or unexpectedly high costs.

In estimating the level of free reserves, the Trustees have had regard to Charity Commission Guidance on the level of appropriate reserves to ensure sustainability of service delivery. The Trustees have determined that Changing Faces should target six months cover of recurrent operating costs, with consideration given to the treatment of those costs covered by restricted funds and the cost of closure.

Recurrent operating costs are calculated by adjusting the actual level of costs incurred to remove the elements covered by restricted funding, the exceptional costs relating to the restructuring and additional costs which are considered to imply no long-term financial commitment, for example consultancy costs. Reserves levels rise and fall depending on circumstances, and the six-month unrestricted running costs, following the review of our expenditure and restructure, currently amounts to just under £320k. Our free reserves at the year-end were £268k, which amounts to 5 months of free reserves. Our policy outlines that when free reserves are below six months, Changing Faces will ensure that it can confidently forecast that reserves will come back to the 6 months level. Therefore, Changing Faces has carried out extensive forecasting and stress testing, in order to set the Budget for 2024/25. There is an understanding that the external environment remains difficult for charities and so we have been cautious in our projections, focusing on maintaining our reserve levels for 2024/25 in order to diversify our income and ensure sustainable unrestricted growth into future years. This has been presented and approved by the Board.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

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The Trustees will continue to carefully monitor the charity's results in light of the budget and the reserves position, with monthly projections and reporting, and will take any action needed if they identify any significant risk to the charity's financial position or its ability to support its core activities.

### Investments

The priority in Changing Faces investment policy is to preserve capital, and a low-risk investment policy has been adopted. After assessing the risks of different investment groups, Changing Faces has limited its investments to fixed term deposits of between three and six months, and notice deposits of a similar term, placed with financial institutions with a high credit rating. During 2024, due to the low interest rates, no deposits were placed.

## PRINCIPAL RISKS AND UNCERTAINTIES

The Board of Trustees has overall responsibility for risk management at Changing Faces. It is responsible for establishing the charity's risk appetite, ensuring that major risks are identified and approving appropriate procedures to detect, prevent and manage major risks. Changing Faces' risk management programmes are designed to mitigate risks appropriately, rather than to eliminate all risk.

The Audit and Risk Committee has the power to investigate and manage risk on behalf of the Board, and reports to the Board on strategic risks and risk management. The Finance Committee reviews management accounts and financial performance and provides assurance to the Board.

The principal tools used by Changing Faces to mitigate risks are:

- 1. Risk register.** The Leadership Team, with the support of the Senior Management Team, manage a risk register which is regularly reviewed by the Audit and Risk Committee. Risks are assessed as to the likelihood of their occurring and the impact if they were to occur, giving a "raw" risk rating. Mitigations and future actions are defined, and the risk rating is then recalculated, to ensure that it remains within the Board of Trustees' stated risk appetite.
- 2. Performance indicators.** We monitor performance through the use of key performance indicators and strategic milestones, which are reported to the Board quarterly, with differences to expectations thoroughly analysed.
- 3. Planning and budgeting.** We produce budgets annually, monitor variances monthly, and reforecast expected results at least quarterly. The Finance Committee reviews monthly management accounts and reserves levels, and reports to the Board of Trustees.

The major risks identified by Changing Faces are:

Risk	Management
<b>Inflation, economic uncertainty, and external shocks</b> Cost base increases due to inflationary pressures, market uncertainty, and cost of living crisis. Reduced ability to deliver strategy as income going on higher cost	<ul style="list-style-type: none"><li>• Careful management of costs, including tendering for major contracts and negotiation on fees</li><li>• Approval process</li><li>• Regular review of management accounts and rolling 12-month projections to identify unexpected cost increases early.</li><li>• Inflation costs built into funding bids and annual budgets.</li></ul>

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

Risk	Management
<p>base rather than extra activity. Potential impact on our ability to be inclusive due to ability to cover costs such as travel.</p>	<ul style="list-style-type: none"> <li>Quarterly reforecasting to capture any identified cost increases and expected economic changes.</li> </ul>
<p><b>Finance:</b> The charity is reliant on voluntary income to support its activities. There is a risk that our income plans do not deliver as expected. Increased competition and cost of living pressures could mean that we fail to reach our targets, leading to the loss of liquidity and inability to meet our commitments and free reserves falling to unacceptable levels. Inability to recruit to key fundraising posts or loss of key staff. Poor financial controls could lead to error or fraud.</p>	<ul style="list-style-type: none"> <li>Diversification of income streams, especially corporate partnerships, fundraising challenges and major donors</li> <li>Investment in a strong and effective fundraising team</li> <li>Relationship management with donors and funders</li> <li>Robust process for setting budgets, aligned to the strategic plan.</li> <li>Scrutiny of and challenge to budgets by Trustees</li> <li>Monthly monitoring of budgets and budget variances</li> <li>Monthly reforecast of cost expectations and income pipelines</li> <li>Robust reserves policy</li> <li>Risk averse investment policy</li> <li>Scrutiny of results and projections by the Finance Committee and Audit and Risk Committee</li> <li>Oversight by the Audit and Risk Committee of the processes</li> </ul>
<p><b>Governance:</b> Lack of strategic clarity and failure to ensure impact could harm the charity's ability to achieve its charitable objectives. Loss of staff who are critical to delivering the strategy and general low morale across the organisation could result in low motivation and productivity, and strategic opportunities may be missed.</p>	<ul style="list-style-type: none"> <li>Reporting on KPIs and key milestones</li> <li>Reporting on budget</li> <li>Investment in data and impact management tools and knowhow</li> <li>Implementation of strategic plan</li> <li>Involvement of people with lived experience of visible difference</li> <li>Emphasis on training and development for staff</li> <li>Building strong and effective culture and values</li> <li>Regular staff surveys</li> <li>Exit interviews and feedback.</li> <li>Emphasis on flexible ways of working</li> </ul>
<p><b>Compliance:</b> Failure to comply with legal and regulatory requirements could result in fines and reputational damage. Cyber security incidents resulting in a loss of data.</p>	<ul style="list-style-type: none"> <li>Key legal and regulatory requirements identified.</li> <li>Serious incident reporting policy in place</li> <li>Safeguarding action plan, policies, and training</li> <li>Mandatory data protection training framework</li> <li>GDPR compliant data mapping tool (Information Asset Register) employed and reviewed annually as a minimum.</li> <li>DBS check framework in place</li> <li>Access to specialist Legal and HR services to support decision-making.</li> <li>Cyber Essentials Plus certification obtained annually to check vulnerability of our internal systems</li> </ul>
<p><b>Operational:</b> Service provision and development may not be aligned to beneficiaries' needs and desires. Our existing and new services may be inaccessible to some beneficiaries due to digital exclusion (for example).</p>	<ul style="list-style-type: none"> <li>Robust clinical governance and extensive safeguarding processes underpin services.</li> <li>Multi-year investment in digital capability to build a digital culture and develop digital products.</li> <li>Service development based upon user research and consciously takes account of access issues.</li> <li>Active consideration given to how support needs can be met even if we are not always the right people to meet them.</li> </ul>
<p><b>Environmental and External:</b> Communications and brand positioning may fail to maintain a strong reputation and the</p>	<ul style="list-style-type: none"> <li>Building a clear brand</li> <li>Consistent and skilled communications team.</li> <li>Meticulous reporting to funders</li> <li>Due diligence when considering new projects.</li> <li>Development of key messages</li> </ul>

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

Risk	Management
confidence of stakeholders and funders.	<ul style="list-style-type: none"><li>• Reputation management</li></ul>
<b>Pandemic impact on the charity:</b> New forms of COVID emerge requiring the reintroduction of restrictions. This could reduce the charity's ability to offer face to face services for an extended period, reduce demand due to infection concerns.	<ul style="list-style-type: none"><li>• Ongoing options evaluations for all face-to-face services.</li><li>• Delay of decision around longer-term property investment.</li><li>• Maintain our capability for working from home and avoid overdependence on a physical office.</li><li>• Continued investment in digital capability and capacity.</li><li>• Maintain flexibility on skin camouflage, including ability to offer online appointments.</li></ul>

## GOVERNANCE

### Legal structure

Changing Faces is a company registered in England and Wales, limited by guarantee, with registered number 02710440. It is a registered charity in England and Wales (Charity number 1011222), and in Scotland (Charity number SC039725). The affairs of the charitable company are governed by its Memorandum of Association, which established its objects and powers, and it is governed under its Articles of Association.

### Public benefit

The Trustees believe the charity has fully met the requirement to provide benefit to the public and have paid due regard to Charity Commission guidance on this matter. Changing Faces' services are widely publicised and available to everyone in the UK who would benefit, free of any cost.

### Board of Trustees

The Board of Trustees is responsible for managing the activity of the charity. It was composed of 10 Trustees at 31 March 2024, with a wide range of skills and experience including professional and clinical expertise.

The Board meets four times per year to regularly review and direct Changing Faces' strategy, budget, and performance. Certain matters are reserved for Board approval, including changes to strategy and budget. The Board also meets for an annual away day to review and discuss strategic proposals in more depth.

Appointments to the Board of Trustees are managed by Trustees. Trustees are recruited through a process of advertisement, application, and interview. Selection is based on set criteria to ensure a broad range of skills and experience. New Trustees are provided with a formal induction programme incorporating the opportunity to meet key staff, and an induction pack of documentation including the charity's constitution, recent Annual Reports and Accounts, recent Board minutes and the current Strategic Plan. Opportunities for training are offered to Trustees, and budget is provided for this purpose.

The Board maintains control over all strategic and policy decisions, including the approval of budgets, risk management and governance arrangements. It delegates some of its responsibilities to three Board committees, which make recommendations to the Board within their terms of reference:

- The Audit and Risk Committee is responsible for managing risk, monitoring compliance with regulatory authorities, and reviewing the year end accounts.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

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- The Finance Committee is responsible for ensuring that the charity's finances are being appropriately and effectively managed, by monitoring the charity's financial position, overseeing the production of budgets and management accounts, developing and implementing financial, reserves and investment policies and ensuring that proper financial records are kept.
- The Nominations Committee is responsible for overseeing the recruitment of Trustees and of the charity's CEO. The committee also approves trustee appointments to the other committees.

From February 2023 to April 2023 the Board also tasked a short-term Strategic Options Sub-Committee with reviewing options for the future direction of Changing Faces given our projected income shortfall.

Day to day management is delegated to the Chief Executive and the Leadership Team.

### **Management remuneration**

Changing Faces seeks to set its salary levels for all paid staff, including management, by reference to market rates, within the context of voluntary sector organisations of a similar size. A benchmarking project was completed in June 2018; all staff roles were re-evaluated at the same time and transferred to the new pay and staffing structure. The pay policy describes how salaries are set and defines the salary structure for all staff within the organisation. During the year ended 31 March 2024, key management were defined as the CEO, the Director of Fundraising and Communications (to July 2023), the Director of Transformation (to July 2023) and the Director of Finance and Resources.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2024

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### STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of the charity 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, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing those financial statements the trustees are required to:

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- 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 auditors are aware of that information.

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

The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

#### **Auditors**

Godfrey Wilson Limited were appointed as auditors to the charitable company during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 6 November 2024 and signed on their behalf by

*David Clayton*

**David Clayton**  
**Chair of Trustees**

**Date:** 6 November 2024

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND THE TRUSTEES OF CHANGING FACES**

### **Opinion**

We have audited the financial statements of Changing Faces (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity'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 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

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

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

### **Other information**

The 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

## **CHANGING FACES**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANGING FACES**

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' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' 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 directors' report included within the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

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

#### **Responsibilities of the trustees**

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

#### **Our responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

## CHANGING FACES

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANGING FACES

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

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 procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

- (1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.
- (2) We reviewed the charity's policies and procedures in relation to:
  - Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
  - Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.
- (3) We inspected the minutes of trustee meetings.
- (4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.
- (5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.
- (6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.
- (7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:
  - Testing the appropriateness of journal entries;
  - Assessing judgements and accounting estimates for potential bias;
  - Reviewing related party transactions; and
  - Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

## **CHANGING FACES**

### **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF CHANGING FACES**

#### **Use of our report**

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

*William Guy Blake*

Date: 7 November 2024

**William Guy Blake ACA**  
**(Senior Statutory Auditor)**

For and on behalf of:

#### **GODFREY WILSON LIMITED**

Chartered accountants and statutory auditors  
5<sup>th</sup> Floor Mariner House  
62 Prince Street  
Bristol  
BS1 4QD

**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2024**

(Incorporating an Income and Expenditure account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £	Total Funds 2023 £
<b>Income from</b>					
Donations and legacies		599,581	604,408	1,203,989	1,079,571
Charitable activities		109,497	-	109,497	159,416
<b>Total</b>	4	<b>709,078</b>	<b>604,408</b>	<b>1,313,486</b>	<b>1,238,987</b>
<b>Expenditure on</b>					
Raising funds		341,971	-	341,971	494,057
Charitable activities		407,254	550,786	958,040	1,689,946
<b>Total</b>	5	<b>749,225</b>	<b>550,786</b>	<b>1,300,011</b>	<b>2,184,003</b>
<b>Net (expenditure) / income and net movement in funds</b>	6	<b>(40,147)</b>	<b>53,622</b>	<b>13,475</b>	<b>(945,016)</b>
<b>Reconciliation of funds</b>					
Total funds brought forward	11	307,961	221,059	529,020	1,474,036
<b>Total funds carried forward</b>		<b>267,814</b>	<b>274,681</b>	<b>542,495</b>	<b>529,020</b>

All of the charity's activities are continuing. There were no gains or losses other than those shown above. The accompanying notes form part of these financial statements.

Funds of £25,000 in the prior period have been reclassified from restricted to unrestricted. The restatement is purely for reclassification purposes and does not affect net income.

## BALANCE SHEET AT 31 MARCH 2024

	Note	2024 £	Restated 2023 £
Fixed assets			
Tangible assets	8	7,077	12,528
Total fixed assets			
Current assets			
Debtors and prepayments	9	207,225	277,258
Cash at bank and in hand		441,367	403,471
Total current assets		<u>648,592</u>	<u>680,729</u>
Liabilities			
Creditors: amounts falling due within one year	10	(113,174)	(164,237)
Net current assets		<u>535,418</u>	<u>516,492</u>
<b>Total net assets</b>		<b><u>542,495</u></b>	<b><u>529,020</u></b>
Restricted income funds		274,681	221,059
Unrestricted funds:			
Designated funds		-	-
Free reserves		267,814	307,961
		<u>267,814</u>	<u>307,961</u>
<b>Total funds</b>	11	<b><u>542,495</u></b>	<b><u>529,020</u></b>

The accompanying notes form part of these financial statements.

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

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

*David Clayton*

**David Clayton**  
**Chair of Trustees**

**Date:** 6 November 2024

**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2024**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
<b>Cash Flows from operating activities:</b>		
Net cash provided by/ (used in) operating activities (see below)	37,896	(1,019,426)
<b>Cash flows from investing activities:</b>		
Payments to acquire tangible fixed assets	-	(7,234)
<b>Net cash provided by/ (used in) investing activities</b>	<b>-</b>	<b>(7,234)</b>
Change in cash and cash equivalents in the reporting period	<b>37,896</b>	<b>(1,026,660)</b>
Cash and cash equivalents at the beginning of the reporting period	403,471	1,430,131
Cash and cash equivalents at the end of the reporting period	<b>441,367</b>	<b>403,471</b>
<b>Reconciliation of net income/(expenditure) to net cash flow from operating activities</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Net income / (expenditure) for the year	13,475	(945,016)
<b>Adjustments for:</b>		
Depreciation charges	5,284	7,693
Loss on disposal of fixed assets	167	912
Decrease/(Increase) in debtors and prepayments	70,033	(123,183)
(Decrease)/increase in creditors	(51,063)	40,168
Net cash provided by / (used in) operating activities	<b>37,896</b>	<b>(1,019,426)</b>
<b>Analysis of cash and cash equivalents</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Cash at bank and in hand	<b>441,367</b>	<b>403,471</b>

## **CHANGING FACES**

**NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024**

### **NOTES TO THE FINANCIAL STATEMENTS**

#### **1: ACCOUNTING POLICIES**

##### **Basis of Preparation**

Changing Faces is a charitable company limited by guarantee registered in England, Wales and Scotland. The registered office is The Circle, 33 Rockingham Lane, Sheffield, England, S1 4FW.

The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006 and Charities and Trust Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations (2006 (as amended)).

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

##### **Going Concern**

No material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern have been identified by the Trustees and therefore these accounts have been prepared on a going concern basis.

Cashflow forecasts have been prepared, reflecting several different scenarios for 2024/25 and 2025/26 using a risk averse basis. Trustees have examined these cashflow forecasts and are confident that Changing Faces has the financial resources to continue operating for the foreseeable future.

##### **Income**

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

Legacy income is recognised when it is probable it will be received. Pecuniary legacies are recognised when probate is granted. Residuary legacies are recognised when either probate has been granted, or the estate has been finalised or notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate.

##### **Grants**

Grants are accounted for as income when they are receivable. Where the grant making body specifies that amounts given should be utilised in a future accounting period, the income is deferred to that period. If certain conditions have to be fulfilled before the charity becomes entitled to the use of the grant, then the income is deferred until such conditions have been met.

##### **Donated Assets**

Donated assets are capitalised at a value equivalent to market value as at the date of donation.

##### **Donated Facilities / Services**

Donated professional services and donated facilities are recognised on receipt on the basis of the value of the gift to the charity. This is the amount the charity would have been willing to pay to

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024

obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

#### Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category.

Raising funds are those costs incurred to raise donations and legacies and costs of trading activities. Charitable activities relate to costs incurred in delivering the charity's activities and services to its beneficiaries. Governance costs are those associated with incurred in meeting the constitutional and statutory requirements and is now apportioned on the same basis as support costs.

#### Cost Apportionment

A proportion of staff and indirect costs are attributed to activities on the following bases:

Staff - actual costs or level of activity engaged by staff  
Indirect costs - level of activity engaged by staff

#### Depreciation of Tangible Fixed Assets

Depreciation is provided on all tangible fixed assets so as to write them off over their anticipated useful lives at the following annual rates on a straight-line basis:

Office equipment	-25%
Office furniture	-20%
Computer equipment	-25%

Additions to fixed assets costing less than £500, and those acquired from restricted income funds are written off in the year.

#### Pensions

The company operates a defined contribution pension scheme on behalf of its staff. Contributions are charged to the statement of financial activities as they become payable in accordance with the rules of the scheme.

#### Employee benefits

Short term benefits: Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits: Termination benefits are accounted for on an accrual basis and in line with FRS 102.

#### Accounting estimates and judgements

In preparing the financial statements, the Trustees are required to make estimates and judgements. The matters below are considered to be the most important in understanding the judgements made and the uncertainties that could impact the amounts reported in the financial statements.

#### Legacy income

Legacy income requires judgement about the probability of receipt which affects the timing of income recognition. Legacy income is recognised when the Charity has established entitlement

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024

to a legacy, when the receipt of the legacy is probable and when the amount due can be estimated with sufficient accuracy.

#### **Cost allocation**

Support costs are allocated to charitable activities. Judgement is required in determining and applying the basis appropriate for each support activity.

#### **Bad debt provision**

The valuation of debtors is based on judgements about the probability of receipt of the amounts invoiced.

#### **Debtors**

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

#### **Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments (up to 90 days).

#### **Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

#### **Fund Accounting**

**Restricted Funds:** The purpose and use of restricted funds are imposed by the donor or by the specific terms of the charity appeal.

**Designated Funds:** these funds have been allocated by the Trustees for anticipated use on specific projects.

**Unrestricted Funds:** These are funds available for use at the discretion of the Trustees in furtherance of the objectives of the charity.

#### **Taxation**

No provision has been made for taxation as the company's charitable status renders it exempt from UK direct taxation.

## **2: STATUS**

The company is limited by guarantee and has no share capital. The liability of members in the event of a winding up is limited to £1. The members are the Trustees of the charity.

## **3: PRIOR PERIOD RESTATEMENT**

Income of £25,000 was incorrectly classified as restricted funds in the prior period and has been moved into unrestricted funds.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024

#### 4: INCOME ANALYSIS

	2024	2024	2024	2023
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Legacies	111,753	-	111,753	132,196
Income from trusts and grants	208,670	604,408	813,078	770,257
Other donations	202,967	-	202,967	139,555
Income from fundraising activity	76,191	-	76,191	37,563
Charitable activities	109,497	-	109,497	159,416
Investment income	-	-	-	-
<b>Total</b>	<b>709,078</b>	<b>604,408</b>	<b>1,313,486</b>	<b>1,238,987</b>

Income from charitable activities comprises principally of skin camouflage services provided by Changing Faces to clients in England and Scotland. These services are part funded by NHS bodies under a mix of service level agreements (“SLAs”), contracts, and as non-contracted activity (NCA).

#### 5A: ANALYSIS OF TOTAL EXPENDITURE

	2024	2024	2024	2023
	Unrestricted	Restricted	Total	Total
	£	£	£	£
<b>CHARITABLE ACTIVITIES</b>				
<b>Services and Innovation</b>				
Wellbeing	46,282	333,718	380,000	670,343
Skin camouflage services	152,442	160,709	313,151	591,280
Education	54,122	17,959	72,081	103,136
	<b>252,846</b>	<b>512,386</b>	<b>765,232</b>	<b>1,364,759</b>
<b>Championing the Voice</b>				
Communications	154,408	38,400	192,808	325,187
	<b>407,254</b>	<b>550,786</b>	<b>958,040</b>	<b>1,689,946</b>
<b>Cost of raising funds</b>				
Fundraising costs	341,971	-	341,971	494,057
<b>Total</b>	<b>749,225</b>	<b>550,786</b>	<b>1,300,011</b>	<b>2,184,003</b>

Scotland costs have been incorporated into Skin Camouflage services in the current and prior period.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024

#### 5B: DIRECT AND SUPPORT COSTS

	2024	2024	2024	2023
	Direct costs	Support costs	Total	Total
	£	£	£	£
<b>Charitable activities</b>				
<b>Changing lives</b>				
Wellbeing	343,756	36,244	380,000	670,343
Skin camouflage services	286,838	26,313	313,151	591,280
Education	65,479	6,602	72,081	103,136
	<b>696,073</b>	<b>69,159</b>	<b>765,232</b>	<b>1,158,146</b>
<b>Changing Minds</b>				
Communications	175,985	16,823	192,808	325,187
	<b>872,058</b>	<b>85,982</b>	<b>958,040</b>	<b>1,689,946</b>
<b>Cost of raising funds</b>				
Fundraising costs	310,738	31,233	341,971	494,057
	<b>1,182,796</b>	<b>117,215</b>	<b>1,300,011</b>	<b>2,184,003</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024

#### 5C: SUPPORT COSTS

	2024	2024	2024	2024	2024	2023
	Premises costs	Office costs	Staff and volunteer costs	Depreciation	Total	Total
	£	£	£	£	£	£
<b>Charitable activities</b>						
<b>Changing lives</b>						
Wellbeing	1,532	27,238	5,840	1,634	36,244	111,734
Skin camouflage services	1,112	19,775	4,240	1,186	26,313	94,316
Education	279	4,962	1,063	298	6,602	16,243
<b>Changing Minds</b>						
Communications	711	12,643	2,711	758	16,823	49,773
<b>Cost of raising funds</b>						
Fundraising costs	1,320	23,472	5,033	1,408	31,233	71,432
	<b>4,954</b>	<b>88,090</b>	<b>18,887</b>	<b>5,284</b>	<b>117,215</b>	<b>343,498</b>

Total governance costs during the year were £17,986 (2023: £32,080).

Support costs are allocated on a per capita basis, relating to the average WTE staff employed in each activity, taking into account the contribution of self-employed contractors.

#### 6: NET MOVEMENT IN FUNDS

	2024	2023
	£	£
<b>The result for the year is stated after charging:</b>		
Auditor's remuneration (excl. VAT)		
- Audit	11,000	17,250
- Non audit	200	4,570
Depreciation of fixed assets	<u>5,284</u>	<u>7,693</u>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024

#### 7: EMPLOYEES

##### Total remuneration

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Wages and salaries	862,520	1,212,731
Social security costs	86,842	130,240
Pension costs	52,254	68,580
Freelance staff	34,653	87,732
Redundancy costs	2,063	19,284
	<b>1,038,332</b>	<b>1,518,567</b>

Redundancy costs of £2,063 were agreed and paid during the year. No amounts were outstanding at year end.

The prior year comparative has been restated to include freelance staff.

##### Average number of employees

The average number of people (full time equivalent) employed by the company during the year was as follows:

	<b>2024</b>	<b>2023</b>
	<b>FTE</b>	<b>FTE</b>
Wellbeing	6	8
Skin camouflage	4	7
Education	1	1
Communications	2	3
Administration	6	7
Fundraising	4	4
	<b>23</b>	<b>30</b>

The average number of staff employed (headcount) during the year was as follows:

<b>2024</b>	<b>2023</b>
<b>Number</b>	<b>Number</b>
44	58

##### Remuneration of higher paid staff

The number of employees whose emoluments exceeded £60,000 per annum was:

	<b>2024</b>	<b>2023</b>
£60,000 - £70,000	1	1
£70,000 - £80,000	-	-
£80,000 - £90,000	-	1

##### Remuneration of key management personnel

Total remuneration of key management personnel for the year, including employer pension contributions and employer National Insurance contributions was £214,387 (2023: £300,281). Key

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024

management personnel are the charity's leadership team, comprising the CEO, the Director of Fundraising and Communications (to July 2023), the Director of Transformation (to July 2023) and the Director of Finance and Resources.

Key management employer pension contributions amounted to £10,824 (2023: £15,500)

#### Board of Trustees members' expenses

None of the Trustees received any remuneration in the year (2023: nil). Three trustees received reimbursement of expenses during the year of £407 for travel and subsistence (2023: five trustees were reimbursed £1,858 for travel and subsistence). The charity maintains liability insurance covering members of the Board of Trustees in their capacity as directors.

### 8: TANGIBLE ASSETS

	<b>Computer Equipment</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
<b>COST</b>		
At 1 <sup>st</sup> April 2023	36,204	36,204
Additions	-	-
Disposals	(999)	(999)
At 31 <sup>st</sup> March 2024	<u>35,205</u>	<u>35,205</u>
<b>DEPRECIATION</b>		
At 1st April 2023	23,676	23,676
Charge for the year	5,284	5,284
Disposals	(832)	(832)
At 31 <sup>st</sup> March 2024	<u>28,128</u>	<u>28,128</u>
<b>NET BOOK VALUE</b>		
At 31 <sup>st</sup> March 2024	<u>7,077</u>	<u>7,077</u>
At 31 <sup>st</sup> March 2023	<u>12,528</u>	<u>12,528</u>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024

#### 9: DEBTORS

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Trade debtors	2,741	100,052
Prepayments and accrued income	204,260	176,988
Other debtors	224	218
	<b>207,225</b>	<b>277,258</b>

#### 10: CREDITORS: Amounts due within one year

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Trade creditors	15,951	28,840
Accruals and deferred income	72,755	83,593
Employer pension contributions	6,565	9,627
Other taxes and social security	17,903	33,333
Other creditors	-	8,844
	<b>113,174</b>	<b>164,237</b>

#### 11: FUNDS

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Balance at 1 <sup>st</sup> April 2023 restated	307,961	221,059	529,020
Net income/(expenditure)	(40,147)	53,622	13,475
Balance at 31 <sup>st</sup> March 2024	<b>267,814</b>	<b>274,681</b>	<b>542,495</b>

#### Analysis of net assets between funds

Tangible fixed assets	7,077	-	7,077
Net current assets	260,737	274,681	535,418
	<b>267,814</b>	<b>274,681</b>	<b>542,495</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024

The restricted funds of the charity comprise:

	Restated At 1 April 2023	Income	Expenditure	At 31 March 2024
	£	£	£	£
Support for Communications and Campaigning	30,000	50,000	(38,400)	41,600
Support for adults with a visible difference	2,083	5,000	(3,333)	3,750
Support for children and young people with a visible difference	2,667	21,000	(19,083)	4,584
Support for adults, children, and young people with a visible difference, Scotland	1,000	6,000	(7,000)	-
Support for adults, children, and young people with a visible difference	-	52,500	(35,125)	17,375
Rebuilding skin camouflage service, London	7,287	42,850	(42,996)	7,141
Rebuilding skin camouflage service, Scotland	29,754	-	(29,754)	-
Skin camouflage service	8,025	79,500	(36,483)	51,042
Skin camouflage service, Scotland	1,833	33,704	(30,518)	5,019
Support for Education and resources	7,697	10,262	(17,959)	-
Wellbeing and counselling service	80,375	138,000	(155,792)	62,583
Support for Wellbeing services and communications and campaigning	35,979	146,568	(114,197)	68,350
Wellbeing support for children and young people	14,359	19,024	(20,146)	13,237
	<b>221,059</b>	<b>604,408</b>	<b>(550,786)</b>	<b>274,681</b>

#### Restricted funds

Support for Communications and Campaigning is a grant funding the production of our latest Campaigning business plan.

Support for adults with a visible difference is a grant funding our psychosocial support practitioners.

Support for children and young people with a visible difference are grants supporting our Wellbeing and Skin Camouflage Services.

Support for adults, children and young people with a visible difference, Scotland, are grants provided to support our services in Scotland.

Support for adults, children and young people with a visible difference, are grants provided to support our services as a whole, some funding within this category is location specific within England.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024

Rebuilding skin camouflage service is a grant funding the work to set up skin camouflage clinics, both face to face and digital, after the pandemic in London.

Rebuilding skin camouflage service, Scotland is a grant funding the work to set up skin camouflage clinics, both face to face and digital, after the pandemic in Scotland.

Skin Camouflage service are grants supporting the work of our Skin Camouflage Service, some funding within this category is location specific within England.

Skin Camouflage service are grants supporting the work of our Skin Camouflage Service in Scotland.

Support for Education and resources is a grant supporting our Head of Education.

Support for Wellbeing services and communications and campaigning is a multi-year grant to support provision of wellbeing services including online peer support, and to develop online spaces to connect in the media, plus campaigning and media opportunities.

Wellbeing and counselling service are grants funding 1-2-1 support, peer group chat, online forum and workshops for adults and children and young people with a visible difference.

Wellbeing and support for children and young people is a grant funding psychological and emotional support to children and young people with a visible difference.

The unrestricted funds of the charity comprise:

	At 1 April 2023 Restated	Income	Expenditure	Transfers	At 31 March 2024
	£	£	£	£	£
Designated funds	-	-	-	-	-
Free reserves	307,961	709,078	(749,225)	-	267,814
	<u>307,961</u>	<u>709,078</u>	<u>(749,225)</u>	<u>-</u>	<u>267,814</u>

#### Unrestricted reserves: designated reserves

The Trustees did not designate any funds within 2023/24.

#### 12: PENSIONS

The company operates a defined contribution scheme in respect of salaried employees.

Contributions are charged in the accounts as incurred and there were no outstanding or proposed contributions as at the balance sheet date. Pension costs charged in the year were £52,254 (2023: £68,580).

#### 13: RELATED PARTY TRANSACTIONS

During the year, the charity received £11,278 in donations from trustees (2023: £11,375)

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024

#### 2023 COMPARATIVES

##### 14. STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2023

(Incorporating an Income and Expenditure account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
		£	£	£	£
<b>Income from</b>					
Donations and legacies		498,292	581,279	1,079,571	1,093,278
Charitable activities		159,416	-	159,416	144,370
Investments		-	-	-	364
<b>Total</b>	3	<b>657,708</b>	<b>581,279</b>	<b>1,238,987</b>	<b>1,238,012</b>
<b>Expenditure on</b>					
Raising funds		493,017	1,040	494,057	356,723
Charitable activities		1,054,178	635,768	1,689,946	1,569,818
<b>Total</b>	4	<b>1,547,195</b>	<b>636,808</b>	<b>2,184,003</b>	<b>1,926,541</b>
<b>Net (expenditure) / income</b>		(889,487)	(55,529)	(945,016)	(688,529)
<b>Transfers between funds</b>	10	-	-	-	-
<b>Net movement in funds</b>	10	(889,487)	(55,529)	(945,016)	(688,529)
<b>Reconciliation of funds</b>					
Total funds brought forward	10	1,197,448	276,588	1,474,036	2,162,565
<b>Total funds carried forward</b>		<b>307,961</b>	<b>221,059</b>	<b>529,020</b>	<b>1,474,036</b>

All of the charity's activities are continuing. There were no gains or losses other than those shown above. The accompanying notes form part of these financial statements.

Funds of £25,000 have been reclassified from restricted to unrestricted. The restatement is purely for reclassification purposes and does not affect net income.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024

#### 15: INCOME ANALYSIS 2023 RESTATED

	<b>2023</b>	<b>2023</b>	<b>2023</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Legacies	132,196	-	132,196
Income from trusts and grants	188,978	581,279	770,257
Other donations	139,555	-	139,555
Income from fundraising activity	37,563	-	37,563
Charitable activities	159,416	-	159,416
Investment income	-	-	-
<b>Total</b>	<b>657,708</b>	<b>581,279</b>	<b>1,238,987</b>

#### 16: ANALYSIS OF TOTAL EXPENDITURE 2023

	<b>2023</b>	<b>2023</b>	<b>2023</b>
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Charitable activities</b>			
<b>Services and Innovation</b>			
Wellbeing	250,995	419,348	670,343
Skin camouflage services	408,386	182,894	591,280
Education	100,334	2,802	103,136
	<b>759,715</b>	<b>605,044</b>	<b>1,364,759</b>
<b>Championing the Voice</b>			
Communications	294,463	30,724	325,187
	<b>294,463</b>	<b>30,724</b>	<b>325,187</b>
	<b>1,054,178</b>	<b>635,768</b>	<b>1,689,946</b>
<b>Cost of raising funds</b>			
Fundraising costs	493,017	1,040	494,057
<b>Total</b>	<b>1,547,195</b>	<b>636,808</b>	<b>2,184,003</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024

#### 17: DIRECT AND SUPPORT COSTS 2023

	<b>2023</b>	<b>2023</b>	<b>2023</b>
	<b>Direct costs</b>	<b>Support costs</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Charitable activities</b>			
<b>Changing lives</b>			
Wellbeing	558,609	111,734	670,343
Skin camouflage services	496,964	94,316	591,280
Education	86,893	16,243	103,136
	<b>1,142,466</b>	<b>222,293</b>	<b>1,364,759</b>
<b>Changing Minds</b>			
Communications	275,414	49,773	325,187
	<b>275,414</b>	<b>49,773</b>	<b>325,187</b>
	<b>1,417,880</b>	<b>272,066</b>	<b>1,689,946</b>
<b>Cost of raising funds</b>			
Fundraising costs	422,625	71,432	494,057
<b>Total</b>	<b>1,840,505</b>	<b>343,498</b>	<b>2,184,003</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024

#### 18: SUPPORT COST ALLOCATION 2023

	2023 Premises costs £	2023 Office costs £	2023 Staff and volunteer costs £	2023 Depreciation £	2023 Total £
<b>Charitable activities</b>					
<b>Changing lives</b>					
Wellbeing	20,520	59,271	29,441	2,502	111,734
Skin camouflage services	17,320	50,033	24,851	2,112	94,316
Education	2,983	8,616	4,280	364	16,243
<b>Changing Minds</b>					
Communications	9,141	26,402	13,115	1,115	49,773
<b>Cost of raising funds</b>					
Fundraising costs	13,118	37,892	18,822	1,600	71,432
<b>Total</b>	<b>63,082</b>	<b>182,214</b>	<b>90,509</b>	<b>7,693</b>	<b>343,498</b>

#### 19: FUNDS 2023 RESTATED

	Unrestricted funds £	Restricted funds £	Total £
Balance at 1st April 2022	1,197,448	276,588	1,474,036
Net income/(expenditure)	(889,487)	(55,529)	(945,016)
Balance at 31st March 2023	307,961	221,059	529,020
<b>Analysis of net assets between funds</b>			
Tangible fixed assets	12,528	-	12,528
Net current assets	295,433	221,059	516,492
	307,961	221,059	529,020

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2024

The restricted funds of the charity comprise:

	<b>At 1 April 2022</b>	<b>Income</b>	<b>Expenditure</b>	<b>At 31 March 2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Scotland Youth Engagement	5,000	9,816	(14,816)	-
Support for Communications and Campaigning	-	60,000	(30,000)	30,000
Support for adults with a visible difference	28,408	5,000	(31,325)	2,083
Support for children and young people with a visible difference	50,000	4,000	(51,333)	2,667
Support for adults, children, and young people with a visible difference, Scotland	-	2,000	(1,000)	1,000
Counselling support, new ways of working	102,536	-	(102,536)	-
Rebuilding skin camouflage service, London	10,189	47,672	(50,574)	7,287
Rebuilding skin camouflage service, Scotland	51,578	39,672	(61,496)	29,754
Skin camouflage service	-	34,800	(26,775)	8,025
Skin camouflage service, Scotland	-	16,043	(14,210)	1,833
Support for Education and resources	-	10,262	(2,565)	7,697
Furniture, fixtures and fittings for our premises	-	5,000	(5,000)	-
Wellbeing and counselling service	12,651	154,850	(87,126)	80,375
Support for Wellbeing services and communications and campaigning	-	166,519	(130,540)	35,979
Wellbeing support for children and young people	16,226	25,645	(27,512)	14,359
	<b>276,588</b>	<b>581,279</b>	<b>(636,808)</b>	<b>221,059</b>

The unrestricted funds of the charity comprise:

	<b>At 1 April 2022</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>At 31 March 2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Designated funds	894,483	-	(151,575)	(742,908)	-
Free reserves	302,965	657,708	(1,395,620)	742,908	307,961
	<b>1,197,448</b>	<b>657,708</b>	<b>(1,547,195)</b>	<b>-</b>	<b>307,961</b>

## ADMINISTRATIVE DETAILS

### Address

Registered Office: Changing Faces, The Circle, 33 Rockingham Lane, Sheffield, S1 4FW  
Postal address: Changing Faces, The Circle, 33 Rockingham Lane, Sheffield, S1 4FW  
Website: [www.changingfaces.org.uk](http://www.changingfaces.org.uk)

### Trustees

The following Trustees served between 1st April 2023 and 31 March 2024

David Clayton (Chairman) \*\* \*\*\*  
Elissa Holme \* \*\* (Hon Treasurer)  
Susan Harrison \* \*\*\* (Deputy Chair)  
Bridget Gardiner \*\* \*\*\* (Company Secretary)  
John Ashcroft  
Tiwonge Chipeta-Cohn  
Monica Gizzi \* (Chair of the Audit and Risk Committee)  
Helen Gravestock (resigned 31 October 2023)  
Emma Howard (resigned 20 February 2024)  
Victoria Hunt  
Nicholas Lee  
Andrew Thompson

### Members of Board Committees:

\* Audit and Risk Committee  
\*\* Finance Committee  
\*\*\* Nominations Committee

### Patrons

Sir Christopher Benson (deceased 21 January 2024)  
Rory Bremner  
Michelle Dockery  
Lord Fellowes of West Stafford  
Jan Ravens  
Fiona Squire  
Benjamin Zephaniah (deceased 7 December 2023)

Our patron Benjamin Zephaniah died in December 2023. We'll remember him as someone who championed the voices of marginalised people, including those with visible differences, and who dedicated his novel "Face" to our staff and supporters. He will be sincerely missed.

Our patron Sir Christopher Benson died in January 2024. He was a dedicated patron of Changing Faces over many years, and a very strong supporter of the charity's goals. He has had a lasting impact on the charity and those we support, and he will be sorely missed.

Our heartfelt condolences are with the family and friends of both Benjamin Zephaniah and Sir Christopher Benson.

### Solicitors

Stone King LLP, Boundary House, 91 Charterhouse Street, London EC1M 6HR

## **CHANGING FACES**

### **REPORT OF THE TRUSTEES for the year ended 31st March 2021**

#### **Auditor**

Godfrey Wilson Ltd, 5<sup>th</sup> Floor, Mariner House, 62 Prince Street, Bristol, BS1 4QD

#### **Bankers**

Lloyds Bank plc, Law Courts, PO Box 1000, BX1 1LT

#### **Chief Executive Officer**

Heather Blake

**CHANGING FACES**

England & Wales - Charity number 1011222

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# Accounts

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**CHANGING FACES**

**A Registered Charity  
A Company Limited by Guarantee**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED**

**31st MARCH 2023**

Haysmacintyre LLP  
Chartered Accountants  
Registered Auditors  
London

Registered Charity number: 1011222  
Company Registration Number: 02710440  
Charity registered in Scotland: SC039725

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

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### CHAIR'S INTRODUCTION

2022/23 was a year of considerable achievement for Changing Faces in relation to our charitable activities and the work we have done in support of people with visible differences. We celebrated our 30th year as a charity during 2022 and marked the legacy of our founder James Partridge and the achievements of the last 30 years in an event at the British Film Institute in November 2022. It was wonderful to see so many friends and partners there, including members of James' family and representatives of Face Equality International, the Centre for Appearance Research and the VTCT Foundation.

2022/23 was the first year of our new strategy aiming to deliver against our two new goals, that everyone across the UK with a visible difference or disfigurement will have access to the support they need, and that we will significantly increase everyone's understanding and acceptance of visible difference and disfigurement and reduce prejudice and discrimination. These goals now guide everything we do as a charity.

In support of the first goal, we continued to deliver strong levels of activity in our wellbeing and counselling services, in both 1:1 and group activity aimed at improving the wellbeing and mental health of people living with visible differences and facing the challenges that society creates. Over 92,000 people used our self-help resources, a huge jump on last year's figure of 64,575. And I am particularly proud that we recovered from the closure of our skin camouflage service during the Covid lockdowns, removing our backlog and with waiting times down to three months or less by October. Further to that, we have started a process of developing new forms of support which will enable us to increase reach and impact and move towards the goal of everyone being able to access the support they need.

We also invested time and effort during the year in engaging with health professionals in a much more structured way, building a network and mailing list which was at over 200 by the end of the year and part way through 2023/24 is already well over 300. This will help grow health professionals' awareness of the psychological impact of living with a visible difference, as well as increasing awareness of how Changing Faces can help.

In support of the second goal of increasing understanding and acceptance, we delivered an impactful campaign in Face Equality Week 2022 entitled Stop The Stare, focusing on the damage that frequent and intrusive staring does to the mental wellbeing of people with visible differences. Our campaign film had over 72,000 views and significant media coverage including on the BBC, Channel 4 and Sky News. We also responded quickly and effectively to an incident where the BBC 2 quiz show, Only Connect, described scars as "marks of shame". We made an official complaint and issued a press release to emphasise how damaging this was and achieved both an apology and meetings with the BBC and independent production companies to raise awareness and discuss how to avoid such a situation happening again.

Although we had a successful year in terms of our activity and impact, sadly we were not so successful in generating the income we need to sustain this level of activity. We had ambitious goals for income generation in 2022/23 but as we reached the autumn, it became clear that we would be likely to fall short of our target due to the difficulty and competitiveness of the fundraising and general economic climate. During the last part of 2022/23 and early 2023/24 we therefore put in place measures to reduce costs across the organisation, which included reducing our core staff headcount. The savings have focused particularly on overhead costs but have also resulted in a reduction in service delivery capacity in both wellbeing and skin camouflage. Our aim while making the savings has been to preserve our underlying skills and capacity so that we can grow again as

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

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the situation improves. Furthermore, we have been developing our fundraising capability and improving our processes to support this to happen.

Whilst these reductions in staff numbers have been extremely regrettable and disappointing, our earlier investments in our technology platform and in systems and processes have meant that we can support people more efficiently. We believe that the continued evolution of our service delivery capability will focus on the greatest impact while keeping costs as low as possible.

I would like to thank my fellow Trustees for their dedication during the last year, particularly in supporting the Board and the staff of Changing Faces through the difficult second part of the year. And I would like to thank the Leadership Team and staff team at the charity for their hard work and motivation through very challenging times. I know that their passion for our cause is enormous, and they are working to try to make the biggest impact possible for everyone we are here to support. I have been impressed by their commitment to achieving the maximum possible with the resources we have and supporting each other to continue our important work.



**David Clayton**

**Chair of the Board of Trustees**

**Date:** 31<sup>st</sup> October 2023

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

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# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

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### OBJECTIVES AND ACTIVITIES

Changing Faces is the UK's leading charity for people in the UK with a scar, mark or condition that makes them look different.

We provide life-changing mental health, wellbeing and skin camouflage services. We work to transform understanding and acceptance of visible difference, and campaign to reduce prejudice and discrimination.

We won't stop until everyone with a visible difference or disfigurement is supported and respected.

### WHY OUR WORK IS NEEDED

*"I'm a burns survivor, and my scars are nothing to be ashamed of." Tulsì, Changing Faces ambassador.*

Looking different in a world where there is such pressure to look a certain way presents huge challenges. People with visible differences are vulnerable to isolation, loneliness, social anxiety, and low self-esteem. They often face staring, harassment, bullying and hate crime. They can experience lowered expectations in school, problems getting work and stereotyping in the media.

A particular incident during the year illustrates the challenge. In November 2022, on a popular, prime-time TV quiz show broadcast on the BBC, scars were referred to as 'marks of shame'. This clearly demonstrated a lack of awareness and understanding of the impact that negative language and representations of visible differences can have.

Positively, since this incident, both the production company and the BBC apologised and have engaged with Changing Faces to learn and improve their understanding about visible differences. However, our annual tracker survey conducted by Savanta looking at the lives and experiences of over 1,000 people with a visible difference, revealed worrying trends:

- 33% of people with a visible difference have experienced a hate crime (compared to 28% in 2019).
- Half (49%) have experienced hostile behaviour because of their visible difference, a figure that has been steadily rising from 2019 (34%) and in 2021 (43%).
- Younger respondents are more likely to have experienced hostile behaviour because of their visible difference. 2 in 3 (66%) of those 18-34 have experienced hostile behaviour compared to half (50%) of those 34-54 and a quarter (24%) of those 55+.
- Nearly half (47%) of those surveyed said that they have felt self-conscious or embarrassed as a result of their visible difference. 31% often worry about how strangers may behave or react around them.

Kaylin, one of our campaigners who spoke out after she experienced verbal abuse and threatening behaviour on her way home from a night out, shared:

*"Those of us who have a visible difference work hard to build confidence and self-esteem that armours ourselves against stares and comments when we leave our front door. Verbal abuse and hate-related incidents can undo this work and leave a person feeling insecure secure and anxious. What's more damaging is it can lead a person to withdraw from the world and become isolated."*

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

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*“Since this most recent incident I experienced, I have struggled to leave the house, it’s taken a lot of strength to open the door. I certainly haven’t been out after dark. I’ve not had the energy to deal with hostility from people I don’t know. I want to stay in my own bubble with my own people that I feel safe and secure with. It really does have an impact on your mental health and wellbeing.”*

### HOW DOES CHANGING FACES HELP?

*“If anyone is struggling with their skin, scars or the way they look, these are your people! Anyone scared to approach Changing Faces, or anyone who thinks that their difference isn’t worthy or “big enough” to get help, please don’t be scared to seek support. If your visible difference is having that much of an effect on your life, they will be there to help you, no matter how big or small it is. Since my appointment, I’ve felt like my life has begun again. I’ve found a new meaning and new confidence. I now look at my scars in a different way, too. They’ve made me who I am and I’m a better and stronger person because of it.”*

Joe, service user

Changing Faces provides life-changing mental health, wellbeing and skin camouflage services. We work to transform understanding and acceptance of visible difference, and campaign to reduce prejudice and discrimination.

As part of our new strategy we have two strategic goals which drive all of our work:

- 1. By 2027, everyone across the UK with a visible difference or disfigurement will have access to the support they need.**
- 2. By 2027, we will significantly increase everyone’s understanding and acceptance of visible difference and disfigurement, and reduce prejudice and discrimination.**

These are five-year goals, and 2022/23 was the first year of delivery against them. Our specific achievements are set out below and we are proud of what we have achieved and the difference we have made for so many people living with visible differences.

### ACHIEVEMENTS AGAINST OUR STRATEGIC GOALS

#### Summary of our year in numbers

<b>Goal 1: Increasing reach and accessibility of support</b>		
	<b>Our 2022/23 target</b>	<b>Our 2022/23 result</b>
Services have supported clients to manage their appearance-related concerns more easily	80%	89%
Increase in self-referrals to Changing Faces services	3,342	3,618
Increase in referrals from health professionals	476	543
Total unique clients across skin camouflage and wellbeing services (figures for individual services are in the sections below)	3,116	2,823

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

Users who have accessed online self-help (either self-help information or peer support through the forum)	68,499	92,511
Size of health professional mailing list	200	236
<b>Goal 2: Increasing understanding and acceptance of visible difference</b>		
	<b>Our 2022/23 target</b>	<b>Our 2022/23 result</b>
Number of real stories on the website including case studies from service users and generated as part of media campaigns	45	49
Number of users viewing our real stories on the website	38,580	52,790
National and regional media pieces including the voice of someone with a visible difference	212	300
Total size of audience exposed to media pieces	77 million	240.7 million
Number of downloads of education resources	1,395	2,763

### **Goal 1: By 2027, everyone across the UK with a visible difference or disfigurement will have access to the support they need**

- 1. Continue existing support services, aiming to support as many people as possible at current resource levels**

#### **Wellbeing**

All of our 1-1 and group services continued to be delivered online or by phone during 2022/2023. This year also saw the review and development of our clinical model underpinning our wellbeing service delivery. During Quarter 4, a staff restructure due to financial challenges meant the service reduced from a team of 9 to 6 people, with increased cross-working across the different interventions.

#### **Support & Information Line (SIL)**

The SIL team delivered 1,069 support and/or information activities in 2022/23, to 781 unique clients. This was against a target of 864 unique clients (90%).

In 2022/23 we launched a new streamlined approach to managing referrals to the Support & Information Line, to track volume of referrals more effectively, and to improve initial response rates.

*"I shared my anxiety and depression about my vitiligo and Caroline was a sympathetic and friendly listener. Caroline pointed to the resources they offered at Changing Faces and together we filtered which ones may be the right ones for me.... The talk helped me and it was comforting to have someone on the other end of the line who understood and who were dedicated to my skin situation. It also gave me hope that the Changing Faces offered the services they do and they shown me that I was not alone in my emotional struggles - they could help."*

SIL user

*"I was spoken to by a most understanding empathetic lady. The conversation was so helpful, non-judgemental, with a sympathetic ear demonstrated. I was able to chat freely without shame, so many people believe skin cancer is not something to be concerned about, the psychological impact*

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

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*is in fact immense. This lady fully understood my feelings. I didn't feel guilty or vain by expressing my mental anguish."*

SIL user

### Online Community Forum

The online community forum received a total of 7,503 visitors, against an annual target of 10,255 visitors (74% of target). We saw a trend of lower traffic and engagement in the post-lockdown time period, which our host platform HealthUnlocked confirmed was a trend across the majority of the forums they host. We continued to see new members joining each month, and we have three community ambassadors who work to welcome new members, create discussions, and flag any posts which need moderating.

### Peer Group Chat

In 2022/23 we ran our 8-week peer support programme Peer Group Chat five times, including a pilot group which was aimed specifically at parents of children & young people with a visible difference.

A major accomplishment in 2022/23 was the digitisation of the Peer Group Chat service. This has enabled tracking of the client journey throughout their engagement with the programme, automating email communications, and recording evaluation and feedback in a clearer manner. The outcome is more efficient processes for staff, and an improved experience for the group members.

*"Since completing my group sessions I have become stronger and more determined to take my life as it is and move on. Before, I was concentrating on my reconstructive surgery, which will happen later this year. I know I will still not be the person I was, but it's time to love the person I am now. I'm on a different path towards a different journey, now – just with more direction than before."*

Peer Group Chat attendee

*"It feels like a safe space, and I have trust in the group and the safety of that space and feel able to share openly and I like the group of people. We fit well together and connect well together."*

Peer Group Chat attendee

*"It's the one time of the week that I can talk to people that can understand how I feel."*

Peer Group Chat attendee

### One-to-one Counselling and coaching support for adults, children and young people

Wellbeing Practitioners delivered 1,426 support sessions in 2022/23. We found that video was a more popular method with clients, with 23% choosing telephone sessions and 77% choosing video sessions.

The 1:1 service offers up to 12 sessions of counselling or coaching support. An analysis of a sample of 80 clients supported during this period found that the average client take-up was 10 sessions.

*"Dola really listened to me and gave me very practical advice and strategies to help me to come to terms with my facial difference, as well as helping me to feel less self-conscious about interacting with other people, and generally being out in the world. This has been a hugely valuable service for me."*

Adult 1-1 Service User

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

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*"I thought Lisa was a great counsellor and thoroughly enjoyed the time I had with her!"*

Young person having 1-1 session

*"I found the counselling sessions really helpful and over time, they really helped me. Thank you so much."*

Adult 1-1 Service User

*"It was amazing and truly grateful! I had the perfect expert guide me through my problems! I'm more confident and happier now, less conscious and more empowered! Thank you so so much!"*

Adult Service User

### Online workshops for children, young people and families (CYPF)

The Wellbeing Team delivered five online workshop sessions in 2022/23, consisting of two workshops for young people, two for parents and one interactive family event. The workshops reached 92 attendees, including children & young people with a visible difference, parents, siblings and other family members.

*"It's good to know there is support for when I start secondary school"*

CYP workshop attendee

*"Guest speakers were brilliant, talking first hand from the child and parent perspective"*

Parent workshop attendee

*"Your enthusiasm and positivity was infectious. [We] both found the event really helpful."*

Family Day attendee

### Self-help advice and guidance

This year saw 85,000 users accessing [our online advice and guidance](#), exceeding the KPI target by almost 50%. The most popular pages were the 'Effects Of Physical Appearance On Self-Esteem', 'How To React When Someone Stares At You', 'What To Do When Someone Comments On Your Appearance' and 'What Is Rosacea?'.

In response to positive feedback, we developed further online resources about specific conditions or types of visible difference to provide both information and advice, as well as signpost people to the support available to them. We published pages on hair loss, eczema, scoliosis, moles, Bell's Palsy, and psoriasis, bringing the total of condition-specific pages to 18. The advice and guidance section was the most visited section of the website in 2022/23. The condition-specific pages were particularly popular, accounting for 30% of the unique page views of all advice content, and nearly 10% of unique page views for the whole website.

Drawing on research into the needs of children and young people with a visible difference, we also recorded new video resources on the Explain, Reassure, Distract (ERD) tool, which were published in early 2023/24 along with new graphics. Both the videos and graphics will help to make our advice content for young people more interactive and engaging.

### Clinical Model

We continued with our commitment to improve the client journey from referral, through triage, assessment and formulation. We also developed guidance documents which described the remit

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

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and clinical threshold of the Wellbeing Service, support and information for referrers, and information on the aims and ethos of the Wellbeing Service interventions.

Over the period 2022/23 work was carried out to widen the knowledge base for the development of the Wellbeing Clinical Model. This included surveying 640 people with a visible difference and 47 mental health professionals. This research generated recommendations on key life stages where support could be impactful, the need for clearer communication about the types of people who could be eligible for emotional wellbeing support from Changing Faces, and thoughts about the method and timing of delivering emotional support – particularly “keeping in touch” or follow-up sessions.

Updated practice guidelines were developed for the Wellbeing Service, particularly on areas to combat accessibility barriers such as providing text-based counselling sessions and working with interpreters. The clinical governance framework was updated to clarify our standard for safe, ethical practice in relation to clinical supervision, along with an updated staff competency framework.

### **The impact of our wellbeing support**

We introduced the Short Warwick Edinburgh Mental Wellbeing Scale (SWEMWBS) into our 1-1 counselling support service in late 2021/22 and in 2022/23 expanded this to clients attending our Peer Group Chat programme. We will be able to report on the impact data captured through SWEMWBS surveys, which demonstrate the shift in people’s wellbeing before and after they used our services, once we have a statistically significant number of respondents – improving response rates for SWEMWBS within the wellbeing service is a priority for 2023/24.

We also introduced a new Goal Based Outcome measure for children, young people and adults using the 1:1 service, which enabled them to record their hopes in their own words, and to measure their own progress. Of the 52 clients who used the Goal Based Outcome measure, 47 (90%) reported meaningful improvement against their own stated goals.

### **Complaints**

There were no formal complaints reported in 2022/23.

### **Skin camouflage**

*“Amazing Service for People with skin conditions. [The practitioner] was very friendly, warm and compromised during the session. I can not believe how natural and bright look my skin after applying the coverage. I am extremely happy with the results. Thanks a lot!”*

Adult female client

*“I felt valued as a patient and the service gave me a lot of self-confidence in my managing my skin. I met [the practitioner] and she was extremely knowledgeable, compassionate and reassuring during my consultation. Thank you very much”*

Adult male client

Due to restrictions imposed during the Covid-19 pandemic, the Skin Camouflage Service was closed from March 2020 to June 2021 and a large backlog of clients had built up. The team of co-ordinators and practitioners worked incredibly hard over many months to see as many clients as possible, and by October 2022, we were proud to confirm that our waiting lists were back down to the pre-pandemic three-month target wait.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

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In the financial year 2022/23 the Skin Camouflage Service supported a total of 1804 people in face-to-face appointments (88% of target) and 184 clients in online sessions (109% of target). There were a number of reasons for the face-to-face numbers falling below target. Earlier in the year, the impact of Covid was pronounced causing both client and practitioner cancellations due to illness. A year of transport strikes also impacted on people's ability to both attend and deliver appointments face-to-face. We reduced our team of co-ordinators from three to two in early 2023 due to financial pressures.

The skin camouflage service delivered great outcomes for clients with 88% of people stating we supported them to manage their appearance-related concerns more easily and 89% of people showing an improvement in their wellbeing (via the short Warwick Edinburgh Mental Wellbeing Scale).

*"[The practitioner] run the consultation and looked after my 11 year old daughter in London. She was very welcoming and make us feel comfortable very quickly. My daughter is a very sensitive and shy girl but she opened up and felt relax to share her feelings with [the practitioner]. She took her time to find the best matching colour for my daughter's face. [The practitioner] was making sure the whole way through the consultation that my daughter and I understood everything. A massive thank you to [the practitioner] and the Changing Faces team!"*

Parent of a young person

We were extremely pleased that our NHS funding arrangement for England, in the form of an NCA (non-contract activity) arrangement with North-East London Integrated Care Board has been reissued for a further five years. We were also able to agree an uplift from £96 to £103 per client seen, which is great news for future sustainability of the service although it still only covers part of the cost of delivery.


In Quarter 2, a Scotland wide survey was distributed through the Scottish Dermatological Society (SDS) to gather data on both skin camouflage and emotional support services utilised by dermatology teams, to support the case for increasing NHS funding and referrals across Scotland. We then met with the Deputy Chief Medical Officer of NHS Scotland in March 2023 to discuss our 'One approach for Scotland' paper, in the hope of gaining a similar funding arrangement for our skin camouflage service in Scotland to that in England. In addition to our existing Service Level Agreement with Ayrshire and Arran Health Board, we secured new SLA's with Fife Health Board and Lanarkshire Health Board, both starting in January 2023.

Other funds for the service came in the form of generous grants from William Grant, Barbet Charitable Trust and Scot Alliance.

*"Very friendly, they listen to you if you have queries or questions to anything. ... [The practitioner] showed me how to apply the makeup very well. Amazing organisation. Thank you"*

Young person from Scotland

In order to reinforce the evidence base for Skin Camouflage, clinical psychologist Kerry Montgomery produced an evaluation report covering the last four years of service provision, evidencing the impact of the service and providing excellent data to share with partners, stakeholders and funders.

*"Just like to say the service you provide is truly amazing...Thank you from the bottom of my  heart"*

Adult male client

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### **2. Expansion of Services into Wales and Northern Ireland**

Changing Faces Wellbeing services are already available to people with visible differences across Wales and Northern Ireland, but our Skin Camouflage service is not provided because there is currently no part-funding arrangement in place with the NHS.

In 2022/23 we started to address this inequity of provision by establishing both the need and the potential NHS support for a service through surveys with dermatologists and their teams. In Wales 94% of respondents believed that skin camouflage was a vital service, but only 56% of patients had access to a service and NHS provision was very limited. In Northern Ireland 100% of respondents believed it was a vital service but even fewer (26%) of patients had access.

In September we achieved agreement in principle from the Welsh Government to part-fund a skin camouflage service in Wales. The aim is to create an equitable service across Wales so this will not sit with individual Health Boards but be funded by WHSSC (Welsh Health Specialised Services Committee). Since then we have been in discussions about the details and going through a tendering process, and we hope to be able to start service delivery in 2024/25.

### **3. Conduct initial research to support the development of new tools and to address inequalities**

This year we started to explore new or adapted forms of support for people with a visible difference, to help us achieve our goal of everyone across the UK with a visible difference or disfigurement having access to the support they need.

The first phase of the work involved user research, ideation, concept development and testing, and with funding from the National Lottery we appointed Humanly, an experienced user research and service design agency, to partner with us.

A multidisciplinary team from across the charity worked with Humanly to develop a research plan and recruit research participants. 16 depth interviews were conducted in total, primarily with adults with a visible difference but also with professionals (GPs, dermatologists and burns specialists). We ensured a mix of genders, ethnicities, ages, geography, condition types, as well as both congenital and acquired visible differences. We also weighted the research participants to those who knew nothing or little about Changing Faces.

Through analysis of the research Humanly created journey maps and key insights, which were used at two ideation workshops in Edinburgh and London, where 25 participants (a mix of people with lived and professional experience), explored key opportunities for each of the personas developed from the research findings. The ideas from the workshops were analysed to identify patterns and themes, which were then evaluated and prioritised in relation to the goals of our five-year strategy as well as their desirability, viability, and feasibility.

At the end of this phase of the work, we have five concepts to move forward with. Once funding is secured, these concepts will be developed into low-cost test versions, to help eliminate some and evolve others, before narrowing it down further to identify a single support prototype to take through service design and into a pilot.

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### 4. Engage health professionals

The strategy for engaging healthcare professional (HCPs) began in earnest in April 2022 with the aim of:

- Raising Changing Faces' profile with HCPs;
- Increasing referrals from HCPs to wellbeing and skin camouflage services;
- Educating and informing HCPs about the mental health and wellbeing concerns that many of their patients face as a result of their visible difference.

Due to the size and complexity of the healthcare system two key areas were targeted – GP practices and dermatology. We had already established good relationships with a small number of individual GPs, dermatologists and dermatology nurses. However, we developed a plan to engage at a higher level with professional bodies and other organisations that would give us greater access to HCPs and a voice backed by the organisation itself.

We created an email campaign with Wilmington Healthcare to email GPs and dermatologists to encourage them to sign up to our HCP mailing list and receive newsletters from us. The campaign achieved 47 sign ups from dermatologists but only 17 from GPs, despite the GP cohort being significantly larger. We knew that GPs were a difficult group to access, however the result was disappointing. We have shifted strategy and intend to focus on the GP training and the Primary Care Dermatology Society (PCDS) for our route into GP practices. We're currently working with the PCDS on a resource for GPs with Professor Andrew Thompson.

Throughout 2022/23 we grew our HCP mailing list from zero in July 2022 when we launched the network, to 236 by March 2023. We sent out two newsletters in November 2022 and March 2023 with links to patient information leaflets, how to refer and general information about Changing Faces. Plans were put in place for a series of articles to appear in the British Journal of Dermatology throughout the year on the patient perspective. However, due to financial constraints, this activity was paused.

We attended three key conferences throughout the year with a stand, patient information leaflets and opportunity to sign up to our newsletter.

- **British Association of Dermatologists conference** - Glasgow June 2022
- **British Dermatological Nursing Group conference** – Harrogate October 2022  
We gave a well-attended 30-minute talk at the conference on *The Psychological Effect of Having a Visible Difference*.
- **Primary Care Dermatology Society conference** - March 2023

Outside of conferences we gave two presentations where the emphasis was to educate HCPs about the psychological impact of looking different, and what they as professionals can do to support their patients.

- **Hertfordshire University MSc Skin Module** – two-hour talk to dermatology nurses.
- **Royal Free Hospital** – two-hour talk to GP trainees with a campaigner talking about his lived experience.

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We also gave a number of online talks to groups and teams within the NHS including:

**Royal London Dental Hospital, Vascular Anomalies Special Interest Group, Cleft CEN, Clinical Delivery Group – South Yorkshire Cancer, Sheffield University Hospital Burns Department.**

Going forward, the contacts, talks and presentation for 2022/23 have given impetus to the current year with an increased number of requests for talks, including the Royal Society of Medicine and British Association of Dermatologists.

### **Goal 2: By 2027 we will significantly increase everyone's understanding and acceptance of visible difference and disfigurement, and reduce prejudice and discrimination**

#### **1. Continue work to build a stronger voice for people with visible differences**

Through our campaigns and communications work, we amplify the voices, experiences and opinions of people with a visible difference, challenging outdated positions and calling for change. We have a passionate group of campaigners and ambassadors, and we support them through media training and individual support to share their stories and take up opportunities to increase the understanding of those around them, whether in their local communities, through regional and national media opportunities or by sharing their thoughts on social media.

In the autumn of 2022/23 we retired our second cohort of campaigners and recruited our fourth cohort. Our retiring cohort shared with us feedback on what they had enjoyed and what they think will make the programme better for future campaigners.

*“Being part of the campaigners programme has truly been life changing for me. I’ve been able to share my story across multiple different platforms, and in an industry which has so many stereotypes of how a person should look. When I joined Changing Faces campaigners programme my goal was to help just one other young person with a visible difference not go through the torment I had to endure at school. And I feel like I have achieved my goal. Being part of Changing Faces campaigners programme was a chance to spread positivity to a community of people who feel like an outcast. It has truly been something special to be a part of.”*

Amba

*“[Taking part in the programme] It has meant everything to me quite literally, I have healed from things I didn’t know were hurting. I have grown in confidence and finally feel like I’ve made a bit of a difference.”*

Emma

We’ve taken their feedback and used this to update our training schedule for our new campaigners.

The new cohort is already active and engaged, having now attended an in-person training session as well as several online sessions, ranging from a filming masterclass to media training and an opinion piece writing workshop. This cohort of campaigners includes people from across the UK, including Wales and Northern Ireland, where we have previously struggled to recruit campaigners.

In 2022/23 we shared 49 new real stories on our website which between them had 52,970 unique page views.

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### 2. Campaigns and influencing to address strategic themes

#### Face Equality Week

During Face Equality Week 2022, we launched the first phase of the Stop The Stare campaign. Our campaign was planned to ensure our assets would work well across social media platforms with a PR strategy aiming for both national and regional coverage allowing us to involve all those campaigners who wanted to undertake a media opportunity.

Our Stop The Stare campaign film has had over 72,000 views, and we saw significant media coverage, surpassing our goal for national coverage. Our campaigners and ambassadors had national TV appearances and radio interviews, including BBC Radio 1, BBC Online, Sky News and Channel 4's 'Steph's Packed Lunch' to online broadcast and online news pieces as well as regional newspapers, such as the Yorkshire Post. We achieved more than 110 pieces of media coverage talking about our campaign and why it matters.

Campaigner, Atholl, was the main protagonist in our campaign film, he explained:

*"For me, stares are just as bad as abusive comments. When you're on the receiving end of a stare, it can make you feel incredibly anxious. Is this going to escalate to verbal or physical abuse because of the way I look? I'm left wondering what the person is thinking when they're looking at me. That stare, that you might not ever think of again, could be played over and over in my mind - hours, days, even months later."*

*"I was taught as a child that staring is rude. There's a difference between someone noticing you and a stare. So, I don't think it's 'woke' or being 'a snowflake' for people with visible differences and disfigurements to be reminding people that they really shouldn't stare. If we all embraced and celebrated difference a bit more, I think that would help prevent negative behaviours like staring."*

#### Challenging Only Connect

In early December several of our supporters contacted us after seeing popular BBC 2 quiz show, Only Connect, describe scars as "marks of shame". Following the emails from our supporters, we acted quickly, as we couldn't let this appalling use of language that perpetuates the trope that scars and marks are 'bad' or 'shameful' go unchecked.

We wrote an official complaint to the BBC and produced a press release including a series of asks:

- That the production company and the BBC apologise for their use of outdated language;
- That the production company and the BBC creative team meet with us, and our volunteer ambassadors, to learn about how to better represent those with visible differences;
- That the BBC update their training around diversity and inclusion, so it explicitly includes content about visible differences and disfigurements.

We tested these asks with our campaigners and ambassadors and asked them to support us on social media by sharing images of themselves and the hashtag #NoShame. Once we shared our press release and social media posts, we contacted the Appearance Collective and Face Equality International members to alert them to our actions and ask for their support. Many of them thanked us for taking swift action and joined us in calling out the language used on "Only Connect" - helping us build a movement of people challenging what had happened.

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We proactively contacted the host of the show, Victoria Coren Mitchell, to ensure she was aware of what we had done and explained that our actions were not aimed at her, rather at the production company, RDF, and the BBC. She quickly contacted us, posted a statement online and raised the issue with the production company. We also directly contacted the Creative Content Lead for Disability at the BBC. Our quick and action-driven response yielded great results. We secured several pieces of media coverage of our response to the incident in [national press](#) and a [thought piece](#) from media spokesperson Hannah, secured an apology from the BBC and the production company, and had meetings with both the production company and the BBC.

Working with campaigners and ambassadors we have developed a plan of action for change for the BBC, which we presented to more than 20 Commissioners, educating and raising awareness of visible difference and disfigurement with a key group of influential media contacts.

We have called for the experiences of those with visible differences and the impact of tropes and stereotypes to be built into Diversity and Inclusion training within the BBC. We are also investigating ways of reaching more production companies through industry events using the contacts developed through this campaigning activity.

### **Pledge To Be Seen**

Pledge to be Seen is an opportunity for companies and public bodies to make a commitment to representation and inclusion for people with visible differences. A number of large public bodies and institutions committed to the Pledge during 2022/23. In Scotland, the Scottish Ambulance Service (SAS) and the Scottish Fire Service both signed the Pledge. SAS introduced us to AACE (The Association of Ambulance Chief Executives) with a view to all Ambulance Services and Trusts from across the UK becoming Pledge To Be Seen organisations.

They were followed by NHS Greater Glasgow and Clyde Health Board, the UK's largest NHS health provider, who also took the Pledge, committing to represent more people with a visible difference in their publications and campaigns.

In Wales, Transport for Wales publicly signed up to Pledge To Be Seen during Face Equality Week, and shared their first marketing campaign that featured a model with a visible difference. The Welsh Government also continued to engage with Changing Faces a year on from committing to the Pledge, launching a staff-led lived experience group for people with visible differences.

### **Strategic enablers to support achievement of both goals**

#### **1. Growing our income**

The last financial year of 2022/23 presented significant challenges in the area of fundraising. We had set a goal of raising £1,905k for the year with our efforts directed towards adopting a more targeted approach, identifying new fundraising opportunities, and growing our supporter pool, while also harnessing the potential within our existing network of committed supporters. Unfortunately, we have faced an extremely difficult economic and fundraising climate, similar to many other charities, and our total income for the year finished at £1,239k, significantly down on our original budget. The implications of this are covered further in the financial sections below.

Our goal for the year had been to grow our income to support our mission, progressing in three key areas of development:

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**Investment in individual giving programme:** Recognising the potential of individual donors to help give us a more diverse and sustainable income portfolio, we made a significant investment in our individual giving programme. Through targeted digital 'handraiser' campaigns, we were able to engage with a wide audience and attract over seven and a half thousand new email subscribers. This expansion of our supporter base has not only increased our fundraising opportunity, but also has created a strong network of supporters who are passionate about Changing Faces. By highlighting the impact of our services and sharing inspiring stories and journeys of the individuals we support, we were able to capture the attention and empathy of many new supporters.

The focus for 2023/24 will be embarking on a dedicated journey to nurture them, understand their motivations and continue to share the impact of why their support and donations will make a difference. We will implement a comprehensive donor stewardship programme, primarily by email, that involves personalised communication, gratitude initiatives and regular updates on the impact of their contributions. This approach will not only expand our network of donors for the future but create a community of individuals who feel connected to our cause and are actively involved in supporting it.

**Increasing philanthropic donations through major donor fundraising:** Understanding the motivations and aspirations of major donors has been a priority for us. We recognise the immense value that major donors bring, not only in terms of financial contributions but also as advocates and influencers within their own networks. We made a tailored ask to a small group of major donors in the later part of 2022/23 which resulted in generous donations totalling around £140k across 2022/23 and 2023/24.

Building upon this foundation, we will actively seek opportunities to widen our network of connections moving forward into 2023/24. This includes engaging our major donors in events and networking opportunities, where they can interact with other individuals and organisations. Through our focus on understanding existing major donors, expanding our network, and planning for future events, we are building a robust community of major donors who are deeply invested in our cause.

**Continued development of trusts and foundations:** Our relationships with trusts and foundations have been vital in securing funding for our services and all we do to support people with visible differences. To further strengthen these key partnerships, we focused on higher value, multi-year opportunities. By identifying trust and foundations that align with our vision, we have been able to cultivate meaningful collaborations that go beyond monetary contributions. These partnerships have provided access to expertise, resources, and networks, amplifying the impact of our work. During 2022/23 we were successful in achieving £770k of grant funding from trusts and foundations.

Our focus for 2023/24 will be building strong relationships with trusts and foundations in order to unlock multi-year funding opportunities. Multi-year funding from trusts and foundation is particularly vital for our growth and sustainability. It allows us to plan for the future with a longer-term perspective, focusing on impactful projects that require sustained investment over time. This stability in funding provides the flexibility to innovate and adapt our strategies as we respond to the evolving needs and challenges for people with visible differences.

Although we did not achieve our fundraising target for 2022/23, we have focused on improving our ability to deliver future income with a particular emphasis on the above three funding streams. Focusing on these will increase our financial sustainability but also diversify our income streams, reducing reliance on any single source of funding.

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### 2. Raising awareness

A key part of delivering our strategy during 2022/23 was to provide clarity about who we are and what we do as a charity. We conducted a brand audit in the early part of the year to gain a comprehensive understanding of how the organisation was perceived and to identify areas for improvement. The audit involved a thorough examination of our brand, messaging and visual identity. It aimed to uncover any existing barriers that prevented our main audience (people with visible differences) from engaging with Changing Faces, which included the perception that our name alone was not enough to explain what we do. A key recommendation from the audit was that we develop a strapline to add to our name and logo to clarify our purpose.

Working with the agency we created and tested a long list of strapline options with audiences who have a visible difference (both those already engaged with us and those who are not), as well as a small number of new potential donors. These results helped us create a shortlist of three strapline options that were then tested with staff and trustees. The results confirmed the new strapline as **‘Changing Faces – Providing support and promoting respect for everyone with a visible difference’**, chosen as the most effective and representative of Changing Faces’ mission.

Alongside the brand development, we have carried out a number of paid and organic marketing activities to raise awareness of and engagement with Changing Faces. This includes maximising our Google Ad Grant, a programme from Google which gives non-profits \$10,000 per month of free search advertising. Across the whole year we had over 510k impressions in search results, driving nearly 30k users to the website, more than 6k conversions (including downloads and service referral form completions), and almost £900 in donations.

In addition to paid search activity our email subscriber list increased from 4,244 to 11,759 largely following the investment in individual giving activity outlined above.

### 3. Organisational health

#### Our team and our values

During 2022/23 we worked with our team to develop a new set of values for Changing Faces. We wanted values which would reflect the ambitions and ways of working that we will need to deliver our new strategic goals, but was also informed by the learning and experiences of going through the Covid pandemic and moving to remote and then hybrid ways of working.

Our new values are that we will be **Courageous, Open, Supportive and Inclusive**. We are now working with the teams to embed the values within our organisation and across our work.

Our team spirit and morale has been tested by the financial challenges we have experienced as an organisation this year. We had to go through a period of organisational change in the latter part of 2022/23 which resulted in some highly valued colleagues leaving. While sadly necessary to maintain our viability as an organisation, we made every effort to implement the changes needed in line with our values and support each other through the process. We are enormously proud that the commitment of the staff team to our clients and beneficiaries, and to each other, meant that our vital work continued smoothly through this period. We would like to thank all staff, those still in the organisation and those who have now left, for their dedication and hard work.

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### **CRM (Customer Relationship Management) and website**

Like most charities, we use a CRM system to manage our data and help make the experience of our supporters and clients as smooth as possible. Building on investment in previous years, we have continued to use data and research to optimise our digital platforms, improving user experience and driving organisational efficiency.

For the website, alongside the development of new condition-specific advice pages and conducting user research to inform new resources for children and young people, other changes have included:

- Improving the content and layout of our 1-1 counselling pages, testing these changes with people with visible difference;
- Creating new content for veterans, which was funded by the Veterans' Foundation, with an embedded form to allow us to automate the tracking of veteran enquiries;
- Improving the first stage of the donation journey on the website;
- Improving navigation on the mobile version of our website.

For our Customer Relationship Management (CRM) software, the key changes include:

- Digitising the Peer Group Chat Service, improving the client journey by automating session reminders, delivering online evaluations and enabling improved post-session communications;
- Integrating the Support and Information Line (SIL) enquiry forms with the CRM to improve efficiency by reducing the burden of manual data entry;
- Improving, standardising and automating the process of capturing client consent for case studies, to help share the incredible impact of our services on people with a visible difference;
- Developing and testing a new, single-step referral form for skin camouflage clients, to replace the inefficient two-form referral process which results in incomplete referrals.

### **Tracking achievement of strategic goals, in-year KPIs and evaluation of our impact on beneficiaries**

Improving how we monitor and report on our impact and activity has continued to be a priority in 2022/23.

Early in the year we completed the pilot of our new adult impact framework, the Short Warwick-Edinburgh Mental Wellbeing Scale (SWEMWBS), across two services – 1-1 counselling and skin camouflage. The pilot tested the delivery method and timing of the impact surveys sent to clients. It also started to generate data which shows a clear improvement in levels of wellbeing before and after a service intervention. During the rest of the year, we took forward the pilot recommendations, including changes to the timing of surveys within the adult 1-1 counselling service, and rolling out SWEMWBS to the Peer Group Chat Service. Increasing response rates is the next priority, particularly within the wellbeing service, where although the scores are positive, they are not statistically significant yet.

Building on the work to implement an adult wellbeing framework, we carried our desk research and user interviews to support the identification of a parallel approach to measuring the impact of our services on the wellbeing of children and young people with a visible difference. This work will

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continue into 2023/24 when we'll implement a low fidelity pilot to test the hypothesis from the user research that the Outcome Rating Scale (ORS) and Child Outcome Rating Scale (CORS) frameworks will be the most effective framework for those aged under 16.

We also made changes to the specific impact measures used within individual services. For example, we scoped and implemented a move to use the Goal-Based Outcomes within the 1-1 counselling service, replacing the previous Client Outcomes Evaluation (COE) measurement.

### **Safeguarding**

Safeguarding is paramount at Changing Faces, and we have robust policies and procedures which are regularly updated. We have a skilled and experienced internal Safeguarding Team who are available to assess risk and escalate cases as necessary. They meet regularly to review all the safeguarding cases that have been raised and to learn via reflective practice.

All members of the Changing Faces team receive training in accordance with their role in the charity, dictated by their level of contact with vulnerable adults or children and young people.

In 2022/23, there were three incidents requiring external escalation to local safeguarding teams or emergency services, and 21 lower risk safeguarding concerns raised and resolved across the year.

We carried out a thorough internal review of our safeguarding policies and procedures, tested the understanding and practices amongst teams, including an in-depth review of two safeguarding cases.

### **Premises and ways of working**

Having worked fully remotely from March 2020, we took a short-term lease from March to December 2022 for an office base in Camden. We wanted to test new hybrid ways of working and to enable the team to come together in person more frequently.

We found that some teams gained more benefit from working together in person than others. We developed some criteria for a new permanent base which would work mainly as a service hub, with some office working space available around that as needed. Unfortunately, our financial situation means we are not yet able to implement this. From December 2022 we have again been working fully remotely but have been taking advantage of free space from valued partners to enable regular get-togethers as needed by teams.

### **Equality, diversity and inclusion**

As a charity whose mission and vision are to build a fairer and more equal society for everyone, we are absolutely committed to being a fair, open and inclusive organisation delivering services that consider the needs of all members of our community. Our clients and community are welcomed irrespective of faith, race, culture, nationality or sexual orientation. We monitor protected characteristics such as gender, race, disability and age.

People with visible differences can face deep discrimination and challenges because of both their appearance and other protected characteristics such as race, disability and class. Our services and campaigns look to recognise the intersectional challenges and impacts of living with other protected characteristics and visible difference on mental health, wellbeing and discrimination.

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Equality, diversity and inclusion were central to the development of our strategy, and inclusion is one of our organisation's values. We continue to work hard to embed this across everything we do, whether that is recruitment of staff or campaigners or working to ensure our services are as accessible as possible.

### LOOKING AHEAD – PLANS FOR 2023/24

2023/24 is the second year of our five-year strategy. As for many charities, we are seeking to deliver our work against the backdrop of a very challenging economic situation which means our resources are more limited than we expected them to be when we set our strategic goals.

As set out at the start of this report, the need for what we do is clear and pressing, and backed by very strong evidence. Our strategy review showed that:

- Some people are not being supported with their visible difference as much as others. The strongest evidence for this relates to geographical location, and there is also some evidence to suggest inequalities in uptake and experience of support for men and for people in lower socio-economic groups.
- There is not enough recognition of the psychological impact of living with a visible difference, as opposed to the physical or medical needs of someone with a condition affecting their appearance. This is particularly relevant for health professionals, who then miss opportunities to offer help, but is also true of society in general, for example not being conscious of the negative impact of staring.
- There is still significant prejudice and negativity towards people with visible differences and a long way to go to eliminate this.

We will therefore continue to pursue our two strategic goals:

- Everyone across the UK with a visible difference or disfigurement will have access to the support they need.
- We will significantly increase everyone's understanding and acceptance of visible difference and disfigurement, and reduce prejudice and discrimination.

We recognise that due to the economic climate it may take longer to achieve them than we hoped. We are having to reduce the number of skin camouflage and counselling appointments that we are able to offer by around a third. We are seeking funding to be able to return to previous levels and develop new forms of support to broaden our reach, continuing the work started this year. We ran two powerful campaigns early in 2023/24 (on hate crime and on reducing stigma, the latter as part of Face Equality Week 2023) and are now developing a business plan with the generous support of the VTCT Foundation for campaigning activity over 2023-2026 to deliver the second strategic goal, for which we will also be seeking funding. We are continuing to grow our health professional network and will start the development of education resources for health professionals later in 2023/24.

Throughout this challenging time, our focus remains clearly on the difference we are making for individuals living with visible differences now, and the difference we will make for everyone in the longer term by changing attitudes and increasing the understanding and acceptance of visible difference. Our strategic review showed that we can only achieve our goals by working in partnership with others, and we are enormously grateful to everyone working with us to make the difference that is so badly needed.

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### FUNDRAISING STATEMENT

Changing Faces remains dedicated to the pursuit of its charitable objectives, aiming to benefit of all people living with visible difference. Our fundraising efforts enable us to provide essential services and advocate for face equality across the UK.

We continue to adhere to the guidance provided by the Fundraising Regulator, and we actively support the Code of Fundraising Practice. We promise to be open, honest, clear, respectful, fair, reasonable, and accountable - these are the cornerstones of our approach.

All Changing Faces staff and volunteers, including the Board of Trustees, are committed to being well informed and proficient in fundraising best practices. We prioritise providing our supporters with accurate and comprehensive information about our work, the responsible management of donations and income, and the secure handling of donor information.

The individuals that we contact via mail are supporters who have given their consent to be contacted by us. We do not engage in purchasing data lists for fundraising purposes and we do not share supporter details with any external parties. We also refrain from soliciting or accepting donations from companies or individuals engaged in activities that could harm the reputation or mission of our charity. The charity received no complaints regarding its fundraising activities in the last twelve months.

Our policies and procedures are compliant with best practice as set out by the Institute of Fundraising, with the best interests of our donors and vulnerable individuals. We never pressure anyone to make a donation and take particular care to avoid soliciting donations from vulnerable individuals.

We take complaints very seriously and conduct thorough investigations taking appropriate disciplinary measures when necessary. If a complaint is deemed serious enough it may result in the removal of a fundraiser from a campaign and/ or the termination of a campaign.

We extend our warmest gratitude to everyone who has supported Changing Faces this year. We are immensely thankful to individuals who have dedicated their time and effort to activities such as running, cycling, baking and more all in support of our work. We are also hugely appreciative of those who have supported us through nominations, campaign sharing and voting.

We would like to express our sincere appreciation to NHS England and a number of Health Boards in Scotland for their continued support throughout the year. Corporate supporters, trusts and foundations have continued to support our work generously. In particular we would like to highlight the support of:

Avon, City Bridge Trust, Corra Foundation, Garfield Weston Foundation, Global's Make Some Noise, the Highway One Trust, Hospital Saturday Fund, FDM Partners, John Ellerman Foundation, The National Lottery Community Fund, Masonic Charitable Foundation, Persula Foundation, the William Grant Foundation, and The VTCT Foundation.

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### FINANCIAL REVIEW

2022/23 was a difficult year for many charities with the cost-of-living crisis and inflation at an unprecedented high, driving increased demand and competition for funding. We had ambitious goals for income generation in 2022/23 but unfortunately the charity was not shielded from the external environment and our reforecasts during the year showed that we would fall short of our original income generation targets. This meant we needed to carry out a review of our cost base with some short-term and longer-term reductions put in place in the latter part of the year. Our plans for 2023/24 focus significantly on income diversification and sustainability, with our budget and business plan building our free reserve position to support the essential work of our strategy going forward.

The budget set for 2022/23 included planned investment into our services and income generating activities with an overall deficit of £475k built into the annual plan funded from a designated fund set out specifically for the purposes of this planned investment. The eventual deficit of £945k incurred in 2022/23 was primarily funded (£894k) out of this designated fund with the balance funded by our free reserves. The aim of our stated reserves policy is six months of operating expenditure, but as a result of the higher deficit we ended 2022/23 with free reserves of 3-4 months. Our budget and business plans for 2023/24 are therefore focused on income diversification and sustainability, as well as lower operating costs. We have carried out extensive stress testing and are confident in the resilience of our plan to build our free reserve position back towards six months so we can continue to support the essential work of our strategy going forward.

Compared to prior year overall income was aligned at £1,239k versus £1,238k in 2021/22 and a budget of £1,905k. The key reasons for the variance against budget were:

1. A difficult economic environment, with the cost-of-living crisis and increased competition for funds resulting in lower gifts and donations in 2022/23.
2. This was offset to an extent by an increase in our success with trust and grants year on year, however unfortunately growth in this area was also limited due to the external environment.

Expenditure at £2,184k, reflected the planned and continued additional investment in service delivery staff, digital capability, and income generation. We also had a short-term office lease from March-December 2022 in Mandela Street London NW1.

#### 2022/23 summary

Income remained static in 2022/23:

<b>Income</b>	<b>2023</b>	<b>2022</b>
	<b>£'000</b>	<b>£'000</b>
<b>Gross income</b>		
Legacies	132	129
Income from trusts and grants	770	734
Other donations	140	208
Income from fundraising activity	38	23
Charitable activities	159	144
Investment income	-	-
<b>Gross income from operating activities</b>	<b>1,239</b>	<b>1,238</b>

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

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Gross income from operations in 2022/23 was largely aligned with 2021/22 although we saw some movements across our key categories of income.

There are two key movements to highlight:

- A fall of 33% (from £208k to £140k) in income from other donations. This income line includes gifts from individuals and corporates. This is reflective of the tough economic environment and is a key area of our focus going forward in order to diversify our income streams.
- This variance is offset by a 5% increase in our income from trusts and grants. This line varies year on year depending on the number of successful bids.

Income from charitable activities comprises principally of skin camouflage services provided by Changing Faces to clients in England and Scotland. These services are largely paid for by NHS bodies under a mix of service level agreements (“SLAs”), contracts, and as non-contracted activity (NCA). The increase seen in 2022/23 was primarily due to an increase in volume, we are paid per appointment and so this increase directly impacted our income position.

### Expenditure

	<b>2023</b>	<b>2022</b>
	<b>£'000</b>	<b>£'000</b>
Services and Innovation	1,158	1,040
Championing the Voice	325	379
Scotland Office	207	151
Costs of income generation	494	357
<b>Total</b>	<b>2,184</b>	<b>1,927</b>

Services and Innovation comprises the charity’s work directly with people living with visible difference and includes one to one psychosocial and skin camouflage services, as well as digital services, digital resources, education, and training. Championing the voice comprises communications and campaigns.

Total costs in 2022/23 were £257k (13%) higher than in 2021/22. This was in line with our planned investment to support our 5-year strategy through growth in our income generation and services. Further investment was planned for the year however we were required to slow this down in order to match our level of income receipts.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

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### Result

Changing Faces reported a deficit of £945k at the operating level in 2022/23 compared to an operating deficit of £689k in 2021/22.

	<b>2023</b>	<b>2022</b>
	<b>£'000</b>	<b>£'000</b>
Income	1,239	1,238
Costs	2,184	1,927
<b>Total reported (deficit) / surplus</b>	<b>(945)</b>	<b>(689)</b>

### Reserves

All charities are required to ensure that the amount they hold in reserves is appropriate for the charity's size and the nature of its activities. Changing Faces' policy is to hold free reserves calculated at six months of relevant unrestricted operational expenditure.

### Reserves

	<b>2023</b>	<b>2022</b>
	<b>£'000</b>	<b>£'000</b>
Restricted reserves	<b>246</b>	<b>277</b>
Designated reserves	-	894
Free reserves	283	303
Unrestricted reserves	<b>283</b>	<b>1,197</b>
	<b>529</b>	<b>1,474</b>

### Restricted reserves

At 31 March 2023, restricted reserves totalled £246k (2022: £277k). Restricted reserves are those funds which represent donations and grants received which are to be spent on a specific activity. These funds are ring-fenced, and costs are allocated against the funds by reference to the funders' expressed purposes.

### Unrestricted reserves

#### Designated reserves

At 31 March 2023, designated reserves totalled nil (2022: £894k). These designated reserves were allocated by the trustees for investment in infrastructure (e.g. office property) and operational growth (rebuilding services after the pandemic). A transfer from these reserves into our free reserves (£743k) was required to support our ongoing services following a difficult year for income generation, at the end of 2022/23 these designated reserves were fully spent.

#### Unrestricted reserves: free reserves

At 31 March 2023, free reserves totalled £283k (2022: £303k).

The Trustees have calculated the level of free reserves which are needed to allow the charity to meet its commitments to its clients, staff and other stakeholders, to manage the implications of a period of a shortfall in income or unexpectedly high costs.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

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In estimating the level of free reserves, the Trustees have had regard to Charity Commission Guidance on the level of appropriate reserves to ensure sustainability of service delivery. The Trustees have determined that Changing Faces should target six months cover of recurrent operating costs, with consideration given to the treatment of those costs covered by restricted funds and the cost of closure.

Recurrent operating costs are calculated by adjusting the actual level of costs incurred to remove the elements covered by restricted funding, the exceptional costs relating to the restructuring and additional costs which are considered to imply no long-term financial commitment, for example consultancy costs. Reserves levels rise and fall depending on circumstances, and the six-month unrestricted running costs, following the review of our expenditure and restructure, currently amounts to £340k. For reporting this has been rounded up to £400k for additional caution in the Board's monitoring of the financial position. Following a transfer of £743k from designated reserves our free reserves at the year-end were £283k. This amounts to between 4 and 5 months of free reserves. Our policy outlines that when free reserves are below six months, Changing Faces will ensure that it can confidently forecast that reserves will come back to the 6 months level. Therefore, Changing Faces has carried out extensive forecasting and stress testing, in order to set the Budget for 2023/24, which has the key aim of building our reserves back to the 6-month level. This has been presented and approved by the Board.

The Trustees will continue to carefully monitor the charity's results in light of the budget and the reserves position and will take any action needed if they identify any significant risk to the charity's financial position or its ability to support its core activities.

### **Investments**

The priority in Changing Faces investment policy is to preserve capital, and a low-risk investment policy has been adopted. After assessing the risks of different investment groups, Changing Faces has limited its investments to fixed term deposits of between three and six months, and notice deposits of a similar term, placed with financial institutions with a high credit rating. During 2022/23 due to the low interest rates and as Changing Faces had planned spend from designated reserves there were no deposits placed.

### **Principal risks and uncertainties**

The Board of Trustees has overall responsibility for risk management at Changing Faces. It is responsible for establishing the charity's risk appetite, ensuring that major risks are identified and approving appropriate procedures to detect, prevent and manage major risks. Changing Faces' risk management programmes are designed to mitigate risks appropriately, rather than to eliminate all risk.

The Audit and Risk Committee has the power to investigate and manage risk on behalf of the Board, and reports to the Board on strategic risks and risk management. The Finance Committee reviews management accounts and financial performance and provides assurance to the Board.

The principal tools used by Changing Faces to mitigate risks are:

- 1. Risk register.** The Leadership Team manages a risk register which is regularly reviewed by the Audit and Risk Committee. Risks are assessed as to the likelihood of their occurring and the impact if they were to occur, giving a "raw" risk rating. Mitigations and future actions are defined, and the risk rating is then recalculated, to ensure that it remains within the Board of Trustees' stated risk appetite.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

2. **Performance indicators.** We monitor performance through the use of key performance indicators and strategic milestones, which are reported to the Board quarterly, with differences to expectations thoroughly analysed.
3. **Planning and budgeting.** We produce budgets annually, monitor variances monthly, and reforecast expected results quarterly. The Finance Committee reviews monthly management accounts and reserves levels, and reports to the Board of Trustees.

The major risks identified by Changing Faces are:

Risk	Management
<p><b>Pandemic impact on the charity:</b> New forms of COVID emerge requiring the reintroduction of restrictions. This could reduce the charity's ability to offer face to face services for an extended period, reduce demand due to infection concerns.</p>	<ul style="list-style-type: none"> <li>• Ongoing options evaluations for all face-to-face services</li> <li>• Delay of decision around longer-term property investment</li> <li>• Maintain our capability for working from home and avoid overdependence on a physical office</li> <li>• Continued investment in digital capability and capacity</li> <li>• Maintain flexibility on skin camouflage, including ability to offer online appointments.</li> </ul>
<p><b>Inflation, economic uncertainty, and external shocks</b> Cost base increases due to inflationary pressures, market uncertainty, and cost of living crisis. Reduced ability to deliver strategy as income going on higher cost base rather than extra activity. Potential impact on our ability to be inclusive due to ability to cover costs such as travel.</p>	<ul style="list-style-type: none"> <li>• Careful management of costs, including tendering for major contracts and negotiation on fees</li> <li>• Approval process</li> <li>• Regular review of management accounts to identify unexpected cost increases</li> <li>• Inflation costs built into funding bids and annual budgets</li> <li>• Quarterly reforecasting to capture any identified cost increases and expected economic changes.</li> </ul>
<p><b>Finance:</b> The charity is reliant on voluntary income to support its activities. There is a risk that our income plans do not deliver as expected. Increased competition and cost of living pressures could mean that we fail to reach our targets, leading to the loss of liquidity and inability to meet our commitments and free reserves falling to unacceptable levels. Inability to recruit to key fundraising posts or loss of key staff. Poor financial controls could lead to error or fraud.</p>	<ul style="list-style-type: none"> <li>• Diversification of income streams, especially individual giving and major donors</li> <li>• Investment in strong and effective fundraising team</li> <li>• Relationship management with donors and funders</li> <li>• Robust process for setting budgets, aligned to the strategic plan</li> <li>• Scrutiny of and challenge to budgets by Trustees</li> <li>• Monthly monitoring of budgets and budget variances</li> <li>• Quarterly reforecast of expectations and monthly reforecast of income pipelines</li> <li>• Robust reserves policy</li> <li>• Risk averse investment policy</li> <li>• Scrutiny of results and projections by the Finance Committee</li> <li>• Oversight by the Audit and Risk Committee of the processes</li> </ul>
<p><b>Governance:</b> Lack of strategic clarity and failure to ensure impact could harm the charity's ability to achieve its charitable objectives. Loss of staff who are critical to delivering the strategy and general low morale across the organisation could result in low motivation and</p>	<ul style="list-style-type: none"> <li>• Reporting on KPIs and key milestones</li> <li>• Reporting on budget</li> <li>• Investment in data and impact management tools and knowhow</li> <li>• Implementation of strategic plan</li> <li>• Involvement of people with lived experience of visible difference</li> <li>• Emphasis on training and development for staff</li> <li>• Building strong and effective culture and values</li> <li>• Quarterly staff surveys</li> </ul>

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

Risk	Management
productivity, and strategic opportunities may be missed.	<ul style="list-style-type: none"> <li>• Exit interviews and feedback</li> <li>• Emphasis on flexible ways of working</li> </ul>
<b>Compliance:</b> Failure to comply with legal and regulatory requirements could result in fines and reputational damage. Cyber security incidents resulting in a loss of data.	<ul style="list-style-type: none"> <li>• Key legal and regulatory requirements identified</li> <li>• Serious incident reporting policy in place</li> <li>• Safeguarding action plan, policies, and training</li> <li>• Mandatory data protection training framework</li> <li>• GDPR compliant data mapping tool (Information Asset Register) employed and reviewed annually as a minimum</li> <li>• DBS check framework in place</li> <li>• Access to specialist Legal and HR services to support decision-making</li> <li>• Cyber Essentials Plus certification obtained annually to check vulnerability of our internal systems</li> </ul>
<b>Operational:</b> Service provision and development may not be aligned to beneficiaries' needs and desires. Our existing and new services may be inaccessible to some beneficiaries due to digital exclusion (for example).	<ul style="list-style-type: none"> <li>• Robust clinical governance and extensive safeguarding processes underpin services</li> <li>• Multi-year investment in digital capability to build a digital culture and develop digital products</li> <li>• Service development based upon user research and consciously takes account of access issues</li> </ul> <p>Active consideration given to how support needs can be met even if we are not always the right people to meet them.</p>
<b>Environmental and External:</b> Communications and brand positioning may fail to maintain a strong reputation and the confidence of stakeholders and funders.	<ul style="list-style-type: none"> <li>• Building a clear brand</li> <li>• Consistent and skilled communications team</li> <li>• Meticulous reporting to funders</li> <li>• Due diligence when considering new projects</li> <li>• Development of key messages</li> <li>• Reputation management</li> </ul>

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

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### GOVERNANCE

#### Legal structure

Changing Faces is a company registered in England and Wales, limited by guarantee, with registered number 02710440. It is a registered charity in England and Wales (Charity number 1011222), and in Scotland (Charity number SC039725).

#### Public benefit

The Trustees believe the charity has fully met the requirement to provide benefit to the public and have paid due regard to Charity Commission guidance on this matter. Changing Faces' services are widely publicised and available to everyone in the UK who would benefit, free of any cost.

#### Board of Trustees

The Board of Trustees is responsible for managing the activity of the charity. It was composed of 12 Trustees at 31 March 2023, with a wide range of skills and experience including professional and clinical expertise.

The Board meets four times per year to regularly review and direct Changing Faces' strategy, budget, and performance. Certain matters are reserved for Board approval, including changes to strategy and budget. The Board also meets for an annual away day to review and discuss strategic proposals in more depth.

Appointments to the Board of Trustees are managed by Trustees. Trustees are recruited through a process of advertisement, application, and interview. Selection is based on set criteria to ensure a broad range of skills and experience. New Trustees are provided with a formal induction programme incorporating the opportunity to meet key staff, and an induction pack of documentation including the charity's constitution, recent Annual Reports and Accounts, recent Board minutes and the current Strategic Plan. Opportunities for training are offered to Trustees, and budget is provided for this purpose.

The Board maintains control over all strategic and policy decisions, including the approval of budgets, risk management and governance arrangements. It delegates some of its responsibilities to three Board committees, which make recommendations to the Board within their terms of reference:

- The Audit and Risk Committee is responsible for managing risk, monitoring compliance with regulatory authorities, and reviewing the year end accounts.
- The Finance Committee is responsible for ensuring that the charity's finances are being appropriately and effectively managed, by monitoring the charity's financial position, overseeing the production of budgets and management accounts, developing and implementing financial, reserves and investment policies and ensuring that proper financial records are kept.
- The Nominations Committee is responsible for overseeing the recruitment of Trustees and of the charity's CEO. The committee also approves trustee appointments to the other committees.

From February 2023 to April 2023 the Board also tasked a short-term Strategic Options Sub-Committee with reviewing options for the future direction of Changing Faces given our projected income shortfall.

Day to day management is delegated to the Chief Executive and the Leadership Team.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

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### **Management remuneration**

Changing Faces seeks to set its salary levels for all paid staff, including management, by reference to market rates, within the context of voluntary sector organisations of a similar size. A benchmarking project was completed in June 2018; all staff roles were re-evaluated at the same time and transferred to the new pay and staffing structure. The pay policy describes how salaries are set and defines the salary structure for all staff within the organisation. During the year ended 31 March 2023, key management were defined as the CEO, the Director of Fundraising and Communications, the Director of Transformation and the Director of Finance and Resources.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2023

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### STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the Trustees to prepare financial statements for each financial year 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 these financial statements the Trustees are required to:

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time of the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Trustees is aware at the time the report is approved:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- 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 auditors are aware of that information.

As Directors we also confirm that we have made all necessary enquiries and taken such steps that we ought to, to ensure that we become aware of any relevant audit information and that we confirm that the charitable company's auditors have been made aware of such information.

By Order of the Board



**David Clayton**  
**Chair of Trustees**

**Date:** 31<sup>st</sup> October 2023

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CHANGING FACES**

### **Opinion**

We have audited the financial statements of Changing Faces for the year-ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of the charitable company's net movement in funds, including the 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 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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 trustees are responsible for the other information. The other information comprises the information included in the Report of the Trustees and the Chair's Introduction. 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

## **CHANGING FACES**

### **REPORT OF THE TRUSTEES for the year ended 31st March 2023**

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 Reports of Trustees (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Report of the Trustees 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees (which incorporates the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charity Accounts (Scotland) Regulations (as amended) require us to report to you if, in our opinion:

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

#### **Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on page 31 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

#### **Auditor's responsibilities for the audit of the financial statements**

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

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:

## CHANGING FACES

### REPORT OF THE TRUSTEES for the year ended 31st March 2023

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the requirement relevant to registered charities, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as include the Companies Act 2006 and the Charities Act 2011, and we considered other factors such as income tax, payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to manual journals. Audit procedures performed by the engagement team included:

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

#### 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, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Lee Stokes (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory  
Auditors

10 Queen Street Place  
London EC4R 1AG

**Date:** 5 December 2023

## CHANGING FACES

### REPORT OF THE TRUSTEES for the year ended 31st March 2023

## CHANGING FACES

Company limited by guarantee

Registered Company No: 02710440

### STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2023

(Incorporating an Income and Expenditure account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted Funds	Restricted Funds	Total Funds 2023	Total Funds 2022
		£	£	£	£
<b>Income from</b>					
Donations and legacies		473,292	606,279	1,079,571	1,093,278
Charitable activities		159,416	-	159,416	144,370
Investments		-	-	-	364
<b>Total</b>	3	<b>632,708</b>	<b>606,279</b>	<b>1,238,987</b>	<b>1,238,012</b>
<b>Expenditure on</b>					
Raising funds		493,017	1,040	494,057	356,723
Charitable activities		1,054,178	635,768	1,689,946	1,569,818
<b>Total</b>	4	<b>1,547,195</b>	<b>636,808</b>	<b>2,184,003</b>	<b>1,926,541</b>
<b>Net (expenditure) / income</b>		(914,487)	(30,529)	(945,016)	(688,529)
<b>Transfers between funds</b>	10	-	-	-	-
<b>Net movement in funds</b>	10	(914,487)	(30,529)	(945,016)	(688,529)
<b>Reconciliation of funds</b>					
Total funds brought forward	10	1,197,448	276,588	1,474,036	2,162,565
<b>Total funds carried forward</b>		<b>282,961</b>	<b>246,059</b>	<b>529,020</b>	<b>1,474,036</b>

All of the charity's activities are continuing. There were no gains or losses other than those shown above. The accompanying notes form part of these financial statements.

## CHANGING FACES

### REPORT OF THE TRUSTEES for the year ended 31st March 2023

## CHANGING FACES

Company limited by guarantee

Registered Company No: 02710440

### BALANCE SHEET AT 31 MARCH 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	7	12,528	13,899
Total fixed assets			
Current assets			
Debtors and prepayments	8	277,258	154,075
Cash at bank and in hand		403,471	1,430,131
Total current assets		<u>680,729</u>	<u>1,584,206</u>
Liabilities			
Creditors: amounts falling due within one year	9	(164,237)	(124,069)
Net current assets		<u>516,492</u>	<u>1,460,137</u>
<b>Total net assets</b>		<b><u>529,020</u></b>	<b><u>1,474,036</u></b>
Restricted income funds		246,059	276,588
Unrestricted funds:			
Designated funds		-	894,483
Free reserves		282,961	302,965
		<u>282,961</u>	<u>1,197,448</u>
<b>Total funds</b>	10	<b><u>529,020</u></b>	<b><u>1,474,036</u></b>

The accompanying notes form part of these financial statements.

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



**David Clayton**  
**Chair of Trustees**

**Date:** 31<sup>st</sup> October 2023

## CHANGING FACES

### REPORT OF THE TRUSTEES for the year ended 31st March 2023

## CHANGING FACES

Company limited by guarantee

Registered Company No: 02710440

### STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2023

	2023	2022
	£	£
<b>Cash Flows from operating activities:</b>		
Net cash provided by/ (used in) operating activities (see below)	(1,019,426)	(665,716)
<b>Cash flows from investing activities:</b>		
Bank interest received	-	364
Payments to acquire tangible fixed assets	(7,234)	(5,968)
<b>Net cash provided by/ (used in) investing activities</b>	<b>(7,234)</b>	<b>(5,604)</b>
Change in cash and cash equivalents in the reporting period	<b>(1,026,660)</b>	<b>(671,320)</b>
Cash and cash equivalents at the beginning of the reporting period	1,430,131	2,101,451
Cash and cash equivalents at the end of the reporting period	<b>403,471</b>	<b>1,430,131</b>
<b>Reconciliation of net income/(expenditure) to net cash flow from operating activities</b>	<b>2023</b>	<b>2022</b>
	£	£
Net income / (expenditure) for the year	(945,016)	(688,529)
<b>Adjustments for:</b>		
Depreciation charges	7,693	6,899
Loss on disposal of fixed assets	912	-
Bank interest received	-	(364)
Decrease/(Increase) in debtors and prepayments	(123,183)	129,707
(Decrease)/increase in creditors	40,168	(113,429)
Net cash used in operating activities	<b>(1,019,426)</b>	<b>(665,716)</b>
<b>Analysis of cash and cash equivalents</b>	<b>2023</b>	<b>2022</b>
	£	£
Cash at bank and in hand	<b>403,471</b>	<b>1,430,131</b>

## **CHANGING FACES**

### **NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023**

#### **NOTES TO THE FINANCIAL STATEMENTS**

##### **1. ACCOUNTING POLICIES**

###### **Basis of Preparation**

The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

###### **Going Concern**

No material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern have been identified by the Trustees and therefore these accounts have been prepared on a going concern basis.

Cashflow forecasts have been prepared, reflecting several different scenarios for 2023/24 and 2024/25 using a risk averse basis. Trustees have examined these cashflow forecasts and are confident that Changing Faces has the financial resources to continue operating for the foreseeable future.

###### **Income**

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

Legacy income is recognised when it is probable it will be received. Pecuniary legacies are recognised when probate is granted. Residuary legacies are recognised when either probate has been granted, or the estate has been finalised or notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate.

###### **Grants**

Grants are accounted for as income when they are receivable. Where the grant making body specifies that amounts given should be utilised in a future accounting period, the income is deferred to that period. If certain conditions have to be fulfilled before the charity becomes entitled to the use of the grant, then the income is deferred until such conditions have been met.

###### **Donated Assets**

Donated assets are capitalised at a value equivalent to market value as at the date of donation.

###### **Expenditure**

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category.

Raising funds are those costs incurred to raise donations and legacies and costs of trading activities. Charitable activities relates to costs incurred in delivering the charity's activities and services to its beneficiaries. Governance costs are those associated with incurred in meeting the

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023

constitutional and statutory requirements and is now apportioned on the same basis as support costs.

#### Cost Apportionment

A proportion of staff and indirect costs are attributed to activities on the following bases:

Staff	-	actual costs or level of activity engaged by staff
Indirect costs	-	level of activity engaged by staff

#### Leases

Rentals under operating leases are charged to the income and expenditure account as incurred.

#### Depreciation of Tangible Fixed Assets

Depreciation is provided on all tangible fixed assets so as to write them off over their anticipated useful lives at the following annual rates on a straight-line basis:

Office equipment	-25%
Office furniture	-20%
Computer equipment	-25%

Additions to fixed assets costing less than £500, and those acquired from restricted income funds are written off in the year.

#### Pensions

The company operates a defined contribution pension scheme on behalf of its staff. Contributions are charged to the statement of financial activities as they become payable in accordance with the rules of the scheme.

#### Employee benefits

Short term benefits: Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits: Termination benefits are accounted for on an accrual basis and in line with FRS 102.

#### Accounting estimates and judgements

In preparing the financial statements, the Trustees are required to make estimates and judgements. The matters below are considered to be the most important in understanding the judgements made and the uncertainties that could impact the amounts reported in the financial statements.

#### Legacy income

Legacy income requires judgement about the probability of receipt which affects the timing of income recognition. Legacy income is recognised when the Charity has established entitlement to a legacy, when the receipt of the legacy is probable and when the amount due can be estimated with sufficient accuracy.

#### Cost allocation

Support costs are allocated to charitable activities. Judgement is required in determining and applying the basis appropriate for each support activity.

## **CHANGING FACES**

### **NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023**

#### **Bad debt provision**

The valuation of debtors is based on judgements about the probability of receipt of the amounts invoiced.

#### **Valuation of assets and liabilities**

##### **Stocks**

Stocks are valued at the lower of cost and net realisable value.

##### **Debtors**

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

##### **Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments.

##### **Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

##### **Fund Accounting**

Restricted Funds: The purpose and use of restricted funds are imposed by the donor or by the specific terms of the charity appeal.

Designated Funds: these funds have been allocated by the Trustees for anticipated use on specific projects.

Unrestricted Funds: These are funds available for use at the discretion of the Trustees in furtherance of the objectives of the charity.

##### **Taxation**

No provision has been made for taxation as the company's charitable status renders it exempt from UK direct taxation.

## **2. STATUS**

The company is limited by guarantee and has no share capital. The liability of members in the event of a winding up is limited to £1. The members are the Trustees of the charity.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023

#### 3: INCOME ANALYSIS

	2023	2023	2023	2022
	Unrestricted	Restricted	Total	
	£	£	£	£
Legacies	132,196	-	132,196	129,397
Income from trusts and grants	163,978	606,279	770,257	733,720
Other donations	139,555	-	139,555	207,619
Income from fundraising activity	37,563	-	37,563	22,542
Charitable activities	159,416	-	159,416	144,370
Investment income	-	-	-	364
<b>Total</b>	<b>632,708</b>	<b>606,279</b>	<b>1,238,987</b>	<b>1,238,012</b>

Income from charitable activities comprises principally of skin camouflage services provided by Changing Faces to clients in England and Scotland. These services are part funded by NHS bodies under a mix of service level agreements (“SLAs”), contracts, and as non-contracted activity (NCA).

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023

#### 4A: ANALYSIS OF TOTAL EXPENDITURE

	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>2022</b>
	Unrestricted	Restricted	Total	Total
	£	£	£	£
<b>CHARITABLE ACTIVITIES</b>				
<b>Services and Innovation</b>				
Wellbeing	250,995	419,348	670,343	588,075
Skin camouflage services	293,811	90,856	384,667	354,008
Education	100,334	2,802	103,136	98,208
	<b>645,140</b>	<b>513,006</b>	<b>1,158,146</b>	<b>1,040,291</b>
<b>Championing the Voice</b>				
Communications	294,463	30,724	325,187	378,879
	114,575	92,038	206,613	150,648
<b>Scotland</b>	1,054,178	635,768	1,689,946	1,569,818
<b>Cost of raising funds</b>				
Fundraising costs	493,017	1,040	494,057	356,723
<b>Total</b>	<b>1,547,195</b>	<b>636,808</b>	<b>2,184,003</b>	<b>1,926,541</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023

#### 4B DIRECT AND SUPPORT COSTS

	<b>2023 Direct costs £</b>	<b>2023 Support costs £</b>	<b>2023 Total £</b>	<b>2022 Total £</b>
<b>Charitable activities</b>				
<b>Changing lives</b>				
Wellbeing	558,609	111,734	670,343	588,075
Skin camouflage services	325,845	58,822	384,667	354,008
Education	86,893	16,243	103,136	98,208
	<b>971,347</b>	<b>186,799</b>	<b>1,158,146</b>	<b>1,040,291</b>
<b>Changing Minds</b>				
Communications	275,414	49,773	325,187	378,879
<b>Scotland office</b>	171,119	35,494	206,613	150,648
	<b>1,417,880</b>	<b>272,066</b>	<b>1,689,946</b>	<b>1,569,818</b>
<b>Cost of raising funds</b>				
Fundraising costs	422,625	71,432	494,057	356,723
	<b>1,840,505</b>	<b>343,498</b>	<b>2,184,003</b>	<b>1,926,541</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023

#### 4C SUPPORT COSTS

	2023	2023	2023	2023	2023	2022
	Premises costs	Office costs	Staff and volunteer costs	Depreciation	Total	Total
	£	£			£	£
<b>Charitable activities</b>						
<b>Changing lives</b>						
Wellbeing	20,520	59,271	29,441	2,502	111,734	70,215
Skin camouflage services	10,802	31,204	15,499	1,317	58,822	18,555
Education	2,983	8,616	4,280	364	16,243	9,914
<b>Changing Minds</b>						
Communications	9,141	26,402	13,115	1,115	49,773	24,485
Scotland office	6,518	18,829	9,352	795	35,494	7,094
<b>Cost of raising funds</b>						
Fundraising costs	13,118	37,892	18,822	1,600	71,432	27,197
	<b>63,082</b>	<b>182,214</b>	<b>90,509</b>	<b>7,693</b>	<b>343,498</b>	<b>213,400</b>

#### 5

#### NET MOVEMENT IN FUNDS

	2023	2022
	£	£
<b>The result for the year is stated after charging:</b>		
Auditor's remuneration		
- Audit	17,250	11,750
- Non audit	4,570	9,500
Depreciation of fixed assets	7,693	6,899
Operating Leases	-	236

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023

#### 6. EMPLOYEES

##### Total remuneration

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Wages and salaries	1,212,731	1,069,411
Social security costs	130,240	110,656
Pension costs	68,580	68,870
Redundancy costs	19,284	-
	<b>1,430,835</b>	<b>1,248,937</b>

##### Average number of employees

The average number of people (full time equivalent) employed by the company during the year was as follows:

	<b>2023</b>	<b>2022</b>
	<b>FTE</b>	<b>FTE</b>
Wellbeing	8	7
Skin camouflage	5	5
Education	1	1
Communications	3	2
Scotland Office	2	2
Administration	7	6
Fundraising	4	4
	<b>30</b>	<b>27</b>

The average number of staff employed during the year was as follows:

<b>2023</b>	<b>2022</b>
<b>Number</b>	<b>Number</b>
58	48

##### Remuneration of higher paid staff

The number of employees whose emoluments exceeded £60,000 per annum was:

	<b>2023</b>	<b>2022</b>
£60,000 - £70,000	1	1
£70,000 - £80,000	-	1
£80,000 - £90,000	1	-
£90,000- £100,000	-	-
£100,000-£110,000	-	-

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023

#### Remuneration of key management personnel

Total remuneration of key management personnel for the year, including employer pension contributions and employer National Insurance contributions was £300,281 (2022: £247,526). Key management personnel are the charity's leadership team, comprising the CEO, the Director of Fundraising and Communications, the Director of Transformation and the Director of Finance and Resources.

Key management employer pension contributions amounted to £15,500 (2022: £12,565)

#### Board of Trustees members' expenses

None of the Trustees received any remuneration in the year (2022:nil). Trustees received reimbursement of expenses during the year of £1,858 (2022: £nil). The charity maintains liability insurance covering members of the Board of Trustees in their capacity as directors.

## 7. TANGIBLE ASSETS

	<b>Computer Equipment</b>	<b>Total</b>
	£	£
<b>COST</b>		
At 1 <sup>st</sup> April 2022	30,548	30,548
Additions	7,234	7,234
Disposals	(1,578)	(1,578)
At 31 <sup>st</sup> March 2023	<u>36,204</u>	<u>36,204</u>
<b>DEPRECIATION</b>		
At 1st April 2022	16,649	16,649
Charge for the year	7,693	7,693
Disposals	(666)	(666)
At 31 <sup>st</sup> March 2023	<u>23,676</u>	<u>23,676</u>
<b>NET BOOK VALUE</b>		
At 31 <sup>st</sup> March 2023	<u>12,528</u>	<u>12,528</u>
At 31 <sup>st</sup> March 2022	<u>13,899</u>	<u>13,899</u>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023

#### 8: DEBTORS

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Trade debtors	100,052	55,696
Prepayments and accrued income	176,988	76,826
Other debtors	218	21,553
	<b>277,258</b>	<b>154,075</b>

#### 9: CREDITORS: Amounts due within one year

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Trade creditors	28,840	55,661
Accruals and deferred income	83,593	28,882
Employer pension contributions	9,627	9,456
Other taxes and social security	33,333	30,070
Other creditors	8,844	-
	<b>164,237</b>	<b>124,069</b>

#### 10: FUNDS

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Balance at 1 <sup>st</sup> April 2022	1,197,448	276,588	1,474,036
Net income/(expenditure)	(914,487)	(30,529)	(945,016)
Balance at 31 <sup>st</sup> March 2023	282,961	246,059	529,020
<b>Analysis of net assets between funds</b>			
Tangible fixed assets	12,528	-	12,528
Net current assets	270,433	246,059	516,492
	<b>282,961</b>	<b>246,059</b>	<b>529,020</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023

The restricted funds of the charity comprise:

	<b>At 1 April 2022</b>	<b>Income</b>	<b>Expenditure</b>	<b>At 31 March 2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Scotland Youth Engagement	5,000	9,816	(14,816)	-
Support for Communications and Campaigning	-	60,000	(30,000)	30,000
Support for adults with a visible difference	28,408	5,000	(31,325)	2,083
Support for children and young people with a visible difference	50,000	4,000	(51,333)	2,667
Support for adults, children, and young people with a visible difference, Scotland	-	2,000	(1,000)	1,000
Counselling support, new ways of working	102,536	-	(102,536)	-
Rebuilding skin camouflage service, London	10,189	47,672	(50,574)	7,287
Rebuilding skin camouflage service, Scotland	51,578	39,672	(61,496)	29,754
Skin camouflage service	-	59,800	(26,775)	33,025
Skin camouflage service, Scotland	-	16,043	(14,210)	1,833
Support for Education and resources	-	10,262	(2,565)	7,697
Furniture, fixtures and fittings for our premises	-	5,000	(5,000)	-
Wellbeing and counselling service	12,651	154,850	(87,126)	80,375
Support for Wellbeing services and communications and campaigning	-	166,519	(130,540)	35,979
Wellbeing support for children and young people	16,226	25,645	(27,512)	14,359
	<b>276,588</b>	<b>606,279</b>	<b>(636,808)</b>	<b>246,059</b>

#### Restricted funds

Scotland Youth Engagement is a multi-year project to support children and young people campaigning for face equality in Scotland.

Support for Communications and Campaigning is a grant funding the production of our latest Campaigning business plan.

Support for adults with a visible difference is a grant funding our psychosocial support practitioners.

Support for children and young people with a visible difference are grants supporting our Wellbeing and Skin Camouflage Services.

Support for adults, children and young people with a visible difference, Scotland, are grants provided to support our services in Scotland.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023

Counselling support, new ways of working is a grant to develop and embed new approaches to supporting people with visible differences.

Rebuilding skin camouflage service is a grant funding the work to set up skin camouflage clinics, both face to face and digital, after the pandemic in London.

Rebuilding skin camouflage service, Scotland is a grant funding the work to set up skin camouflage clinics, both face to face and digital, after the pandemic in Scotland.

Skin Camouflage service are grants supporting the work of our Skin Camouflage Service.

Skin Camouflage service are grants supporting the work of our Skin Camouflage Service in Scotland.

Support for Education and resources is a grant supporting our Head of Education.

Furniture, fixtures, and fittings for our premises is a grant towards the fittings of our premises.

Support for Wellbeing services and communications and campaigning is a multi-year grant to support provision of wellbeing services including online peer support, and to develop online spaces to connect in the media, plus campaigning and media opportunities.

Wellbeing and counselling service are grants funding 121 support and workshops for adults and children and young people with a visible difference.

Wellbeing and support for children and young people is a grant funding psychological and emotional support to children and young people with a visible difference.

The unrestricted funds of the charity comprise:

	At 1 April 2022	Income	Expenditure	Transfers	At 31 March 2023
	£	£	£	£	£
Designated funds	894,483	-	(151,575)	(742,908)	-
Free reserves	302,965	632,708	(1,395,620)	742,908	282,961
	<u>1,197,448</u>	<u>632,708</u>	<u>(1,547,195)</u>	<u>-</u>	<u>282,961</u>

#### Unrestricted reserves: designated reserves

The Trustees approved investment from the designated fund towards investments in the necessary infrastructure to support Changing Faces' operations. The designated funds were fully utilised within the year.

#### 11: PENSIONS

The company operates a defined contribution scheme in respect of salaried employees.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023

Contributions are charged in the accounts as incurred and there were no outstanding or proposed contributions as at the balance sheet date. Pension costs charged in the year were £119,265 (2022: £117,390).

#### 12: RELATED PARTY TRANSACTIONS

No payments were made to related parties in the current or preceding year.

#### 2022 COMPARATIVES

#### 13: INCOME ANALYSIS 2022

	2022 Unrestricted £	2022 Restricted £	2022 Total £
Legacies	129,397	-	129,397
Income from trusts and grants	263,080	470,640	733,720
Other donations	207,619	-	207,619
Income from fundraising activity	22,542	-	22,542
Charitable activities	144,370	-	144,370
Investment income	364	-	364
<b>Total</b>	<b>767,372</b>	<b>470,640</b>	<b>1,238,012</b>

#### 14: INCOME FROM CHARITABLE ACTIVITIES 2022

	2022 Unrestricted £	2022 Restricted £	2022 Total £
Skin camouflage services	144,370	-	144,370
<b>Total</b>	<b>144,370</b>	<b>-</b>	<b>144,370</b>

## CHANGING FACES

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023

### 2022 COMPARATIVES (Continued)

#### 15: ANALYSIS OF TOTAL EXPENDITURE 2022

	2022 Unrestricted £	2022 Restricted £	2022 Total £
<b>Charitable activities</b>			
<b>Services and Innovation</b>			
Wellbeing	256,273	331,802	588,075
Skin camouflage services	314,765	39,243	354,008
Education	80,410	17,798	98,208
	<b>651,448</b>	<b>388,843</b>	<b>1,040,291</b>
<b>Championing the Voice</b>			
Communications	378,879	-	378,879
	<b>378,879</b>	<b>-</b>	<b>378,879</b>
Scotland Office	23,160	127,488	150,648
	<b>1,053,487</b>	<b>516,331</b>	<b>1,569,818</b>
<b>Cost of raising funds</b>			
Fundraising costs	356,723	-	356,723
	<b>1,410,210</b>	<b>516,331</b>	<b>1,926,541</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023

#### 16: DIRECT AND SUPPORT COSTS 2022

	2022 Direct costs £	2022 Support costs £	2022 Total £
<b>Charitable activities</b>			
<b>Changing lives</b>			
Wellbeing	517,860	70,215	588,075
Skin camouflage services	321,694	32,314	354,008
Education	88,294	9,914	98,208
	<b>927,848</b>	<b>112,443</b>	<b>1,040,291</b>
<b>Changing Minds</b>			
Communications	336,771	42,108	378,789
	<b>336,771</b>	<b>42,108</b>	<b>378,879</b>
 Scotland office	 133,275	 17,373	 150,648
	<b>1,397,894</b>	<b>171,924</b>	<b>1,569,818</b>
 <b>Cost of raising funds</b>			
Fundraising costs	315,247	41,476	356,723
 <b>Total</b>	 <b>1,713,141</b>	 <b>213,400</b>	 <b>1,926,541</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2023

#### 17: SUPPORT COST ALLOCATION 2022

	2022 Premises costs £	2022 Office costs £	2022 Staff and volunteer costs £	2022 Depreciation £	2022 Total £
<b>Charitable activities</b>					
<b>Changing lives</b>					
Wellbeing	3,320	41,852	22,773	2,270	70,215
Skin camouflage services	1,528	19,261	10,480	1,045	32,314
Education	469	5,909	3,216	320	9,914
<b>Changing Minds</b>					
Communications	1,991	25,099	13,657	1,361	42,108
<b>Scotland Office</b>	822	10,354	5,635	562	17,373
<b>Cost of raising funds</b>					
Fundraising costs	1,962	24,721	13,452	1,341	41,476
<b>Total</b>	<b>10,092</b>	<b>127,196</b>	<b>69,213</b>	<b>6,899</b>	<b>213,400</b>

Support costs are allocated on a per capita basis, relating to the average WTE staff employed in each activity, taking into account the contribution of self-employed contractors.

#### 18: FUNDS 2022

	Unrestricted funds £	Restricted funds £	Total £
Balance at 1st April 2021	1,840,286	322,279	2,162,565
Net income/(expenditure)	(642,838)	(45,691)	(688,529)
Balance at 31st March 2022	1,197,448	276,588	1,474,036
<b>Analysis of net assets between funds</b>			
Tangible fixed assets	13,899		13,899
Net current assets	1,183,549	276,588	1,460,137
	1,197,448	276,588	1,474,036

## **ADMINISTRATIVE DETAILS**

### **Address**

Registered Office: Changing Faces, The Circle, 33 Rockingham Lane, Sheffield, S1 4FW

Postal address: Changing Faces, The Circle, 33 Rockingham Lane, Sheffield, S1 4FW

Website: [www.changingfaces.org.uk](http://www.changingfaces.org.uk)

### **Trustees**

The following Trustees served between 1st April 2022 and 31 March 2023

David Clayton (Chairman) \*\* \*\*\*

Elissa Holme \* \*\* (Hon Treasurer)

Susan Harrison \* \*\*\* (Chair of the Audit and Risk Committee, Deputy Chair)

Bridget Gardiner \*\* \*\*\* (Company Secretary)

John Ashcroft

Tiwonge Chipeta

Monica Gizzi \*

Helen Gravestock

Emma Howard

Victoria Hunt

Farhana Kapasi \*\*\* (resigned February 2023)

Nicholas Lee

Andrew Thompson

### **Members of Board Committees:**

\* Audit and Risk Committee

\*\* Finance Committee

\*\*\* Nominations Committee

### **Patrons**

Sir Christopher Benson

Rory Bremner

Michelle Dockery

Lord Fellowes of West Stafford

Jan Ravens

Fiona Squire

Benjamin Zephaniah

### **Solicitors**

Stone King LLP, Boundary House, 91 Charterhouse Street, London EC1M 6HR

### **Auditor**

Haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG

### **Bankers**

Lloyds Bank plc, Law Courts, PO Box 1000, BX1 1LT

**CHANGING FACES**

England & Wales - Charity number 1011222

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# Accounts

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**CHANGING FACES**

**A Registered Charity  
A Company Limited by Guarantee**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED**

**31st MARCH 2022**

Haysmacintyre LLP  
Chartered Accountants  
Registered Auditors  
London

Registered Charity number: 1011222  
Company Registration Number: 02710440  
Charity registered in Scotland: SC039725

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2022

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### CHAIR'S INTRODUCTION

2021/22 has been an important year of rebuilding, growth, and transition for Changing Faces. Firstly, we welcomed Heather Blake as our new CEO. Heather has rapidly built her knowledge of our charity and fully understands its importance to our community in terms of service delivery and campaigning against prejudice and discrimination. Secondly, in response, to the very clear need for increased support for our community partly because of the pandemic, we have grown our counselling, peer support and other forms of wellbeing support. We also rebuilt our skin camouflage services across England and Scotland, services that had been suspended throughout the first year of the pandemic. They have been running again since June 2021 and we managed to keep them going throughout the year despite the continued uncertainties of Covid-19. Thirdly, we have launched a new strategic plan which, over the next five years, will see Changing Faces significantly extend its reach in serving the needs of more people than ever before.

Our other ambitions for the year were also realised including the launch of excellent new resources for schools and teachers thanks to generous funding from the Vocational Training Charitable Trust Foundation (VTCT). Furthermore, we have progressed our digital strategy through the increased online delivery of wellbeing services which have also included peer group support events.

We have had a year of campaigning success too, with the second instalment of our I Am Not Your Villain campaign timed alongside the release of the latest James Bond film. We sent an open letter to the producers of Bond calling for a positive character with a visible difference to be created for a future film, and released our own campaign film, featuring ambassadors and campaigners, which had 1.4 million views on Facebook, 105.8k views on Twitter and 11,735 views on Instagram.

The goals that we set for the year were in support of our previous strategy, which we extended during 2021/22. While delivering against these goals, we also reviewed our strategic direction and priorities based on evidence. This evidence is drawn from the reach and impact that Changing Faces has already had, and the use of independent survey data. We wanted to better understand what would make the biggest impact for people with visible differences. The Board agreed our new strategy in January, and I am very proud of the clarity and ambition of our two strategic goals for the next five years:

- By 2027, everyone across the UK with a visible difference or disfigurement will have access to the support they need
- By 2027 we will significantly increase everyone's understanding and acceptance of visible difference and disfigurement, and reduce prejudice and discrimination

These are challenging goals to achieve but we are passionate about the importance of them to our community and to society. We know that we can only achieve them by working in partnership with others – with other charities, with funders, with NHS partners and with our own community who are so important in everything that we do.

Our income position for 2021/22 has not been as healthy as the level we achieved in 2020/21 due to exceptional legacies. However, we began the year with a solid reserves position partly because of those legacies. Recognising the need to grow to serve more people, the Board of Trustees chose to invest early in building capacity to ensure that the charity would have momentum going into our new strategic plan. We plan to continue to invest in the coming year, benefiting from the reserves we have been holding from the sale of our premises a few years ago. We want to be able to maintain our service delivery at our new increased levels. We need to continue our user research to support further service expansion and to address inequalities. We also need to grow our fundraising capacity, because we will need greater resources to deliver the ambitious goals of the new strategy.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2022

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Our work continues to be strengthened and amplified by the partnership and friendship of our community and sector – including the Appearance Collective, Face Equality International and many other academic, research and campaigning partners. These will become even more important in the years ahead as we work to deliver our new strategic goals in partnership.

The entire charities sector has faced a challenging time in terms of raising the necessary funds to continue such important work. As I write, the news on the UK economy with respect to inflation, energy costs and rising interest rates conspire to remind me that income generation will be just as challenging in the year ahead. I would like to thank all our donors whether they be large trusts and foundations, corporate partners, individuals, volunteers or our amazing ambassadors and patrons for your support and for the trust you show in us. Long may it continue.

2022 will see Changing Faces celebrate 30 years since the founding of our charity by the wonderful James Partridge. We are more conscious than ever of the importance of building on his legacy. During the year we said farewell to Mark Landon who was our Company Secretary and Deputy Chair, and who served as a trustee for over 15 years. Mark, as much as anyone, understood what James wanted to build. His counsel and support have been vital to ensuring the sustainability of our charity.

Last year, we added several new Trustees to our Board. Despite having to operate remote Board meetings because of the pandemic, I believe we have developed a strong collegiate Board with diverse personalities, skills, and experience. I would like to thank my Board colleagues for their thoughtful input into supporting our work, particularly as we developed our new strategy.

Finally, I would like to thank Heather, and the leadership and staff team at Changing Faces for their hard work and commitment to the hugely important work that we do. We are a relatively small team tackling some big issues. I never cease to be amazed by the sheer volume of work my colleagues get through. We have an outstanding team who are passionate about making the biggest impact possible for our community, and our new strategy gives a focus to that passion. The next year is an important one for Changing Faces. I am convinced it will set us on course for achieving our goals over the next five years.

**David Clayton**



**Chair of the Board of Trustees**

**Date:** October 25<sup>th</sup> 2022

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2022

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# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2022

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### OBJECTIVES AND ACTIVITIES

Changing Faces is the UK's leading charity for people in the UK with a scar, mark or condition that makes them look different.

We provide life-changing mental health, wellbeing and skin camouflage services. We work to transform understanding and acceptance of visible difference, and campaign to reduce prejudice and discrimination.

We won't stop until everyone with a visible difference or disfigurement is supported and respected.

### WHY OUR WORK IS NEEDED

*"I get stared at every single day and it's all I've ever known. When I was younger, I hid away from the world. After school I'd go straight back home, and cry and I used to think 'this is going to be the rest of my life.'"*

*Chrissie, campaigner*

Looking different in a world where there is such pressure to look a certain way presents huge challenges. People with visible differences are vulnerable to isolation, loneliness, social anxiety, and low self-esteem. They often face staring, harassment, bullying and hate crime. They can experience lowered expectations in school, problems getting work and stereotyping in the media.

In October 2021 we commissioned an independent survey from Savanta ComRes of 1,038 adults with a visible difference across the whole of the UK. 51% said they have felt self-conscious or embarrassed as a result of their visible difference, and 25% report feeling isolated or lonely because of it. Alarming, there has been an increase in the proportion of people with a visible difference who have experienced hostile behaviour because of their visible difference, from 34% when we asked this question in 2019 to 43% in 2021.

When asked what would make the biggest difference in relation to living with their visible difference, 38% said support with confidence and self-esteem, and 34% said support with mental health and wellbeing. When asked about barriers to accessing psychological support, 39% said that limited availability was the main barrier.

In a separate survey, independent research company, ChildWise, surveyed 1,400 children aged 7-16 across the UK during June and July 2021 - 600 (43%) children self-identified as having a visible difference such as a scar, mark or condition that affects their appearance. Irrespective of whether they had a visible difference or not, just one in four children (25%) reported feeling confident about how they look – a fall from 39% in 2018. However, the results were most stark for those with a visible difference:

- Children with a visible difference who are unhappy doubled from 2019 (30% versus 14%).
- One in three children with a visible difference reported getting mean comments about how they look (31% compared to 20% among their peers) and one in four have been bullied (24% versus 13%).
- Young people with a visible difference were also more likely than their peers to feel anxious about the future (42% versus 30%).

We spoke in last year's Annual Report about the impact of Covid-19 on people with visible differences, for example feeling stressed and anxious about going back out in public and returning to school, university or work. This impact has not gone away - of the October 2021 survey

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2022

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respondents who would like mental health or wellbeing support, 49% feel they need support due to the direct impact of Covid-19.

### HOW DOES CHANGING FACES HELP?

*“Having a safe space to come and be seen, heard and accepted exactly as I am by a compassionate and caring individual has meant the absolute world to me :) Having this support over the last three months has helped me to find my feet through a period of positive but rather intense change in my life, it has also brought me in to a much closer alignment with myself. I'm not nearly so afraid of being who I am anymore. 'Neither a shrinking violet nor a preening peacock, just a shining diamond bringing Light to dark places'.”*

Adult 1-1 service user

People with visible differences tell us about the transformational impact our work can have. Our Wellbeing and Skin Camouflage services build confidence and resilience – giving people with visible differences tools to manage their feelings, cope in different social settings, handle other people's reactions or deal with transitions such as starting school. Our campaigns, education and learning programmes drive change so that the ambitions of people with visible difference are not limited by attitudes, behaviours or systems and they can lead the lives they choose.

We have been working to build a future where everyone with a visible difference has the confidence, support, and opportunity to lead the lives they want. We stand alongside people with visible differences to challenge discrimination, remove barriers to success and campaign for a world that truly values and respects people who look different.

Our 2021 survey referenced above showed that 48% of respondents had sought mental health/wellbeing support due to their visible difference either currently or in the past - but only 13% of these respondents had experienced no barriers to getting the support they needed. We won't stop until everyone with a visible difference or disfigurement is supported and respected.

Our strategy to the end of 2021/22 has seen us deliver our charitable purpose through four strategic themes:

#### **The leading provider of service innovation for those with a visible difference**

We will innovate, evaluate impact, and demonstrate excellence in our services – based on an in-depth understanding of our service users' needs. We will increase the reach of services through effective use of digital approaches. And we will use our evidence and expertise to inspire and influence best practice in psychosocial support for those with a visible difference.

#### **Championing the voice of those with a visible difference**

We are determined to empower people affected by visible difference to tell their stories and be heard. We will raise awareness of the reality of living with visible difference, change attitudes and challenge prejudice. We will be an expert on the issues affecting people with visible differences and use our evidence to secure positive social change.

#### **Achieving long term financial sustainability**

We will manage our finances responsibly and ensure there is greater predictability and sustained growth in our funding whilst minimizing risk by developing a more balanced portfolio of funding sources.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2022

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### **A highly efficient and effective organisation**

We will build a values-focused culture of learning, accountability and high-performance. We will have a transparent and effective governance structure and build a working environment that encourages learning and innovation. We will prioritize and evaluate what is critical to our success and report regularly and transparently our performance. We will build our digital vision, skills, culture, and capability.

### **STRATEGIC OBJECTIVES**

#### **The leading provider of service innovation for those with a visible difference**

This has been a year of growth in our service provision, with the reach of our Wellbeing services for adults, children and young people expanding due to generous funding from the VTCT Foundation and Garfield Weston, and our Skin Camouflage service re-opening across England and Scotland following the impact of Covid-19. It has also been a year of testing new approaches across both service areas, as well as in our wider work, including a new way of measuring the impact of our adult 1-1 and skin camouflage services – more information on this is in the Measuring Impact section below.

#### **Wellbeing Service**

All of our wellbeing services whether 1-1 or in groups continued to be delivered online or by phone during 2021/22. We used the opportunity to expand provision geographically across the UK and to test new digital procedures for our Peer Group Chat service. We also embarked on an extensive review of the clinical model that underpins our service delivery, with plans to launch the new model next year alongside associated changes to our supervision and training.

#### **Online resources**

There has been huge uptake of our online resources during the year, with 37,444 people visiting our advice and guidance content – this amounts to 64,575 unique page views (compared to our target of 61,560). The number of people using our web support has increased further since we launched advice pages relating to specific conditions such as acne or vitiligo, with over 6,300 unique page views of the condition-specific pages since launch in December 2021. These pages link through to the wellbeing support we provide and to partner charities offering more detailed condition-specific information and support.

Our Covid-19 advice pages continued to be well utilised, though views of this content started to tail off from mid-year as restrictions lifted. We had over 2,500 unique page views across eight Covid-19 guides, including a new page to help people who were worried about cancelled hospital appointments.

#### **Support and Information Line**

*“Thank you so, so much for being there. I am very grateful for the support I received.”*

Adult Wellbeing Service User

Our Support and Information Line supported 742 people through calls and emails during the year, compared to 663 last year.

A quarter of the calls were support calls, giving people the space to share their story and to explore the best options of support for them from our range of Wellbeing offers or, if appropriate, other services. This is often the first time that some people have spoken about their feelings about their visible difference and can be the beginning of a different journey for them in terms of coping and living the lives they wish for. Of the callers who provided feedback (26 out of 133 clients, 20%), 96%

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2022

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rated the quality of the service highly and said that we met their needs. 88% felt we helped with their appearance related concerns (based on responses from 25 out of 133 clients, 19%)

We piloted the use of WhatsApp as a means of contacting the Support and Information Line (SIL) but found that take-up was lower than expected (37 queries between May and November 2021). We found it was neither delivering additional benefit compared to contacting SIL by phone or web form, nor was it reaching the target age group of 18–25-year-olds (only 6 queries were from the target audience). There were some useful learnings to take forward however, principally that users were expecting the WhatsApp chat to act as a triage into all services (not just wellbeing services), and users did rate the ability to more easily book a first support call with SIL which we could explore delivering through a different mechanism.

### **Peer group chat and online forum**

*“It was great to meet and talk with other people facing similar problems. I didn’t really realise how much I needed this support until after the session. It was quite liberating to talk openly with people who understood how it feels to be treated differently, nobody judged anybody, it was clear that we had all faced challenges, which had made us better people. It did trigger unexpected emotions, but it was a really positive experience for me.”* Peer Group Chat participant

We ran 4 eight-week peer group chat programmes during the year, reaching a total of 26 clients compared to 33 last year. The sessions ran online either via Zoom video or a web chat facility. Towards the end of the year we completed a project to digitise the Peer Group Chat processes, improving both the efficiency of the service and the experience for clients and the team. There is further information on this in the Digital section below.

Our Online Community Forum, provided through HealthUnlocked, had 370 new members joining over the course of the year, bringing a year-end total of 2,539 members. On average, 152 members logged in monthly during 2021/22. In total, there were 12,228 users of the forum across the year, including those who read the forum anonymously without registering as a member.

### **Counselling and coaching support for adults, children and young people**

During 2021/22 we increased the size of our team of Wellbeing Practitioners with two new members, one supporting adults and one supporting children, young people and parents, thanks to funding from the VTCT Foundation and from Garfield Weston. In total we supported 257 children, young people, parents and adults through 1-1 sessions compared to 176 last year.

*“Just having space to talk about the way I was feeling about the scar on my face when everyone I know was just really happy it wasn’t cancer.”* Adult Wellbeing Service User, when asked what they most valued about the service

*“I was honestly blown away by the sessions with the practitioner - she has brought the entire family to a really good confident and happy place at the moment. When we first started the sessions, I was wracked with worry and \*\*\*\*\* was really struggling. Now we are in a really good place.”* Parent client after 1-1 sessions with Wellbeing Practitioner

### **Workshops for children, young people and parents**

The team ran 5 workshops during the year to a total of 96 children and family members, with exercises to build confidence and the opportunity to hear from other young people with lived experience. These included family days, ‘Parents Together’ workshops and our ‘Looking Forward’ – a back to school / transition workshop for 11-17 year olds.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2022

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*“Brilliant session for the whole family. It provoked a lot of discussion around the dinner table that evening. I also found it was good for xxx to listen as she has been struggling with how she looks and how to talk about it with her friends.”* Parent attendee at the family workshop

We ran our first Parents Together workshop in February with 15 parents in attendance.

*“Fantastic workshop exactly what we needed. Informative, down to earth and inspirational speakers.”* Parent attendee at the parent workshop

We received no complaints during the year relating to our Wellbeing services.

### **Skin Camouflage Service**

Our Skin Camouflage was suspended for the whole of 2020/21 due to the impact of Covid-19. From June 2021 we re-opened the service using Covid-secure protocols and moved from delivery by volunteers to the service being delivered by paid practitioners. Although the cost is higher, this has enabled greater reliability and consistency in service delivery at a time of uncertainty, and we plan to continue this model for the future.

In England we delivered 1520 face-to-face appointments and 143 online appointments compared to targets of 1800 and 120 respectively. Our numbers were over target in the second half of the year but significantly under in quarter 1 due to the time needed to get the service up and running again and some issues with accessing Covid-safe venues. The challenges of Covid-19 continued throughout the year, with significant numbers of client cancellations, but the team worked hard to reorganise appointments and fit people in, resulting in a reduction in the backlog of client demand that had built up over the period of service suspension. We estimate the remaining backlog at around 300 clients, though it should be noted that these clients expressed initial interest in the service only and may not go on to book an appointment.

*“The appointment was very informative...To be honest I thought there was nothing that could be done to improve my situation and I feared the appointment would be a waste of time. I was very wrong. This is a great service for people struggling psychologically. thank you!”*

Client from our Liverpool clinic in March

We are also using online sessions to support clients while they wait for a clinic appointment, and as follow-ups for clients needing additional support. These are facilitated by trained volunteers and have proved useful for clients at various stages of their journey with us.

*“The lady was so helpful and knowledgeable. She was extremely kind-natured, and you could just get a sense she was there to help without judgement. I was so scared about this, but she put me at ease immediately.”* Online client

We received no formal complaints during the year relating to our Skin Camouflage services. A small number of issues were raised and resolved informally.

### **Education and Learning**

In September we launched our *A World of Difference* classroom, assembly and teacher resources, developed in partnership with University College London and funded by the VTCT Foundation. The resources are aimed at all schools and teachers to help them explore the ways in which people are different and how to accept those differences. As result of gaining the PSHE (personal, social, health and economic) Quality Mark for the classroom resources, we were able to send an email to the 72,000 members of the PSHE mailing list. We also sent the resources directly to a further

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2022

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65,000 individuals across primary and secondary schools, and they have been promoted by the Anti Bullying Alliance, UNICEF's Rights Respecting Schools, and in Scotland by Education Scotland, the Inclusion Alliance and the Shine Network.

By the end of March, there had been 2,466 downloads of the resources, and downloads are continuing particularly through the PSHE link.

In March, we completed and launched resources for youth groups, funded by the National Lottery of Scotland and Robertson Trust. The resources are aimed at youth group leaders and volunteers and appropriate for all youth group settings including youth clubs, sports clubs, performance groups, uniformed groups or outdoor activity centres.

We delivered four online training sessions for the BBC Equality & Diversity and HR forum, Farley's Solicitors, AVON customer support (delivery as a digital resource) during 2021/22 including a paid for training session to Welsh Government staff (over 120 participants).

We continued to engage with health professionals, attending two conferences (British Dermatology Nursing Conference and Association of Surgeons in Training) and a number of online meetings. We are developing plans for broader engagement next year as part of our new five year strategy.

### **Scotland**

As in England, the Skin Camouflage Service was suspended in Scotland during 2020/21 and re-opened in July 2021. We delivered 296 face-to-face appointments during the year against a target of 300, with numbers growing steadily over the course of the year in spite of the ongoing impact of Covid-19. We also delivered 13 online appointments against a target of 30.

We agreed a four-year Service Level Agreement with Ayrshire and Arran Health Board for the skin camouflage service, starting in December 2021, and another SLA is in progress with Fife. The service has developed more local partnerships and moved to new venues with much better facilities including Glasgow (Prince and Princess of Wales Hospice) and Aberdeen (CLAN Cancer Support Centre) and Ayrshire Cancer Support in Ayrshire and Arran.

The Scottish Ambulance Service became the first emergency service and the first Health Board to sign our Pledge To Be Seen on 24 March, and we are aiming to build on this with other Health Boards.

The launch of both the education resources and the youth group resources has been particularly successful in Scotland, with Education Scotland hosting the World of Difference classroom and teacher resources and youth resources on their Knowledge Hub. The youth group resources were specifically developed for Scotland and are now also hosted by Youthlink, the national youth agency on their main site and under their "Action for Prejudice" site.

### **Championing the voice of people with a visible difference**

#### **Face Equality Week**

This year our Face Equality Week had the theme of education. Due to Covid-19 restrictions our planned launch of the classroom and teacher training resources, and associated new research, was postponed to September 2021, and we focused instead on encouraging people to talk about living life with a visible difference during Face Equality Week. Our campaigners and ambassadors worked together with us to create a series of films that we shared across social media to prompt and encourage conversations about visible difference. Our lead campaign film had 62.2k views across

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2022

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our social media channels. We also made specific media approaches supporting campaigners to share their stories.

We secured a feature in The Independent with quotes from our ambassador Adam Pearson, we supported our campaigner Emma to write her first [opinion piece for The Metro](#), our campaigner [Shannon to share her experiences](#) in a regional newspaper and campaigner [Peter worked with his employer](#) to introduce Face Equality Week and Changing Faces to his colleagues across NHS Lanarkshire. Campaigners Atholl, Emma and Hannah also shared their experiences as part of our [Voices of Visible Difference](#) podcast series, now a year old.

Supporters, stakeholders, campaigners and ambassadors all received our Face Equality Week social media pack encouraging them to share our messages and film. Supporters were also encouraged to share our new A World Of Difference classroom and teacher training resources as part of their soft launch. This soft launch allowed us to gather early feedback to use in our national launch in September 2021.

Campaigner, Fiona said: *“My daughter’s school is hugely embracing Face Equality week. Using the resources they have assemblies, PSHE lessons and inclusion of FE week into the diversity drive led by the head girl. So I am delighted!”*

To coincide with Face Equality Week we secured the sign up of the Welsh Government as a Pledge To Be Seen employer with associated internal communications across the Welsh Civil Service, on [ITV Wales](#) and across the [syndicated newspapers in North Wales](#).

We also worked with the Leader of the House of Commons who interviewed ambassador Tulsi about Changing Faces and our Pledge To Be Seen campaign and Face Equality Week. This was shared by the social media handles associated to the Leader of the House of Commons - introducing the issue of positive representation and visible difference to new audiences beyond our own reach and supplementing the statements of support for Pledge To Be Seen and Changing Faces made in the House of Commons by a number of cross-party MPs.

### **I Am Not Your Villain**

In September 2021, to coincide with the release of the Bond movie ‘No Time To Die’, we released new research about the impact of a lack of positive representation of visible difference in popular culture, alongside an open letter to the producers of Bond calling for a positive character with a visible difference to be created for a future film. We also created our own campaign film, featuring ambassadors and campaigners as reimagined versions of iconic film heroes, showing that they could easily be someone with a visible difference.

Our call to action for supporters and followers was to share the campaign film. The campaign social media posts reached more than 2.8 million social media accounts and our campaign film has had 1.9 million views, with significant influencers and organisations sharing the campaign, from Caitlin Moran, Kay Burley and David Baddiel, to the British Medical Journal and the charity Scope. Mark Kermode, one of the UK’s most well-known film reviewers and commentators said of our campaign *“This is how you do it [campaign for change].”* and said he believed that this was a *“tipping point.”*

We also achieved a huge amount of media coverage, securing more than 249 media pieces, including 15 national broadcast pieces, 72 regional broadcast pieces, 21 broadcast pieces in Scotland, 6 national print (hard copy) pieces and 124 internet pieces including coverage in key national online titles.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2022

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Ambassador, Robert Rhodes, who featured as our Bond in the campaign film said:

*“Honestly, I have had the best time on the campaign. I can’t wait to raise some more awareness in the future!”*

### **Pledge to be Seen**

Throughout 2021/22 we have continued to increase and build our growing movement of Pledge To Be Seen organisations. Our work with Welsh Government has been particularly interesting, with various departments and teams receiving additional training – extending the offer of Pledge To Be Seen with paid-for activities. Their sign up also prompted Caerphilly Council to sign up and has started conversations with Transport for Wales who are looking to commit in the future.

At the end of 2021/22 we celebrated the first Scottish organisation to sign the Pledge To Be Seen commitment. Scottish Ambulance Service are now working with us, undertaking staff learning sessions, and connecting us with other NHS organisations in Scotland.

We have made good progress with generating interest from businesses too, with Farley’s Solicitors and IBM making public announcements and undertaking engagement activities with us, including staff learning sessions and employee fundraising.

At every learning session with a Pledge To Be Seen organisation, we are joined by a campaigner or ambassador who shares their experiences and speaks out about why positive representation is so important.

### **Campaigners’ Programme**

Over the past year our Campaigners’ Programme supported 22 campaigners to speak out about what life is like living with a visible difference in the UK. This included recruiting 15 new campaigners in a targeted second recruitment wave to bring fresh, diverse perspectives and voices from across the UK.

Through a structured programme of training and development, our campaigners have been supported to raise awareness about the changes needed in society to ensure better representation and equality of opportunity for people with visible differences. They have received training to be the public face and voice of our high profile, evidence-based campaigns, with the aim of delivering real and positive change for visible difference community, ensuring they are no longer overlooked, and that they have a collective voice.

Campaigners have featured in media coverage, spoken at events and presentations, contributed to consultation events and created social media content.

Campaigner, Eleanor, addressed a roundtable hosted by Ofcom to highlight the lack of positive representation of visible difference on TV. She said of the experience:

*“I found it very rewarding to speak to Ofcom - knowing that they were all from the main broadcasters, the ones we all watch regularly, meant it felt like some very important people were finally listening. Representation on TV is such a significant part of what I think will really make a difference.*

*“I’ve only seen someone like me on screen once or twice in my life (in a positive light) and it really gave me a great feeling of hope that things are properly changing!”*

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### Young Media Champions

In August we recruited our first cohort of Young Media Champions – this group is a pilot, enabling us to test different ways of running activities and reviewing the programme with a group of 12 young people (13-18) from across the UK that we have had contact with previously.

The YMCs have had six sessions, including a media training session, focussed interview practice sessions and a filming masterclass. Ahead of the launch of the A World Of Difference resources they shared quotes and spoke out about their experiences. Several of the YMCs have now given their first media interviews and are rightly very proud of their achievements.

After a radio interview, Young Media Champion, Bronwen, said: *“It was such a great experience, and I really enjoyed it. So happy I’ve done it. Thank you for the amazing opportunity. Everyone at school has been so supportive and excited for me which has been great.”*

### Emmerdale

During summer 2021 we advised the ITV Emmerdale team on a storyline involving a character on the show, Priya, who sustains burns in a fire. The creative team worked with our comms team and ambassador, Catrin Pugh to plan this story line so it was sympathetic to and considerate of the real-life experiences of people acquiring a visible difference.

At the end of key episodes viewers are encouraged to find further information on the Emmerdale and ITV information and support webpages. These now include information about Changing Faces, the services and support we offer and our contact details.

Actor Fiona Wade gave several high-profile interviews about the storyline where she has spoken positively of her experiences working with Changing Faces and our ambassador, Catrin. The results of this are Changing Faces and our services being recommended and referenced, in publications including The Mirror, The Daily Mail, The Metro and OK Magazine, and on popular daytime TV show, This Morning.

### Policy and consultations

We engaged with a number of policy consultations over the past year:

The Women & Equalities Select Committee published their report and recommendations to Government following their inquiry into body image.

Our campaigner Tatyana spoke on Radio 4’s Women’s Hour, alongside Chair of the Committee, Caroline Nokes MP, about the report, which explicitly referenced Changing Faces’ research, and the views and experiences of our community. The report included many of the recommendations that we made in our written submission and in the oral evidence session last year.

The Law Commission published their recommendations to Government around the new Hate Crime Laws. This document included several references to evidence submitted by Changing Faces and explicit recognition that people with visible differences experience hate crime. Importantly, disability hate crimes will now have parity with racist hate crimes and those targeting people due to their religion.

We celebrated the announcement of new rules issued by the Committee for Advertising Practice (CAP), which is the organisation responsible for the codes that all UK advertisers must follow. From May 2022, adverts for cosmetic surgeries that are aimed at under-18s or that have a particular appeal to that age group won’t be allowed on all media. This includes social media sites like TikTok

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and Instagram, newspapers, magazines and billboards, as well as social influencer marketing. This ruling followed a consultation on the issue by CAP that we responded to, supporting a call for a ban on such adverts and sharing the experiences of our campaigners.

We also submitted responses to the Home Office Hate Crime Survey, the Committee of Advertising Practice *Body Image in Advertising: Call for Evidence* and the Health and Social Care Committee inquiry into the impact of body image on physical and mental health.

### Our year in numbers

	Our 2021/22 Target	Our 2021/22 Result
Unique page views of the advice and guidance content on our website	61,560	64,575
Support and Information Line interactions	800	1093
New forum members	300	370
Adults over 26 supported through 1-1 and peer group chat	150	174
Children up to 17 years and parents supported through 1-1, workshops and peer group chat	260	359
Young people aged 18 - 25 years supported through 1-1 and peer group chat	30	36
% of 1-1 clients reporting an improvement (at least a one-point minimum in their Client Outcome Score by the end of their sessions)	85%	79%
Number of Skin Camouflage clients attending appointments in England	1800	1520
% of Skin Camouflage clients in England reporting service met their needs	75%	95%
Number of Skin Camouflage clients attending appointments in Scotland	300	296
% of Skin Camouflage clients in Scotland reporting service met their needs	75%	97%
Downloads of our new resources for schools	1500	2466
National and regional media pieces including the voice of someone with a visible difference	110	359
Average click through traffic from Social Media channels throughout the year	14%	10%
Number of stories to be hosted on the website including case studies from service users and generated as part of media campaigns	45	46

### Achieving long term financial sustainability

#### Outcome against budget

2021/22 was very much a transition year for the charity. Coming out of the pandemic lockdowns, we focussed upon restarting our services, investing for the future and developing a new five-year strategy. This happened against the backdrop of a very challenging environment for the sector as a whole, with significant competition for funding.

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Using the exceptional legacy income that was received in 2020/21, the charity invested in employing over 20 part-time skin camouflage practitioners to deliver our clinics to improve the robustness of the service model, having previously relied on an amazing group of volunteers to deliver this service. Further investment was made in wellbeing services as well as improving the charity's digital capability. Investment will continue in 2022/23, specifically in income-generating activities to support our ambitious growth plans.

The budget set for 2021/22 reflected this investment with an overall deficit built into the annual plan. The £689k deficit incurred in FY22 was funded out of a designated fund set out specifically for the purposes of this planned investment. The designated fund is used for new or improved services; whereas general reserves are used for existing activities and overheads. Following the year end, the charity also made a transfer between designated and free reserves to ensure the stated policy, maintaining six months of operating expenditure, was met.

### **Plans for sustainable future income**

Our new strategy is supported by an ambitious growth plan, with the aim of increasing our annual expenditure to £3.2m by 2027 in order to meet our objectives on ensuring access to support and increasing understanding and acceptance of visible difference.

We have developed a bold and exciting fundraising plan to harness new opportunities offered by the new strategy appropriately and quickly, whilst building our financial sustainability and income growth year on year. To achieve this, Changing Faces is seeking to focus on three main areas of development over the next five years: major investment in our individual giving programme, developing our major donor fundraising programme, and building in extra capacity to our trusts programme to respond to opportunities through the new strategy.

Delivery of our fundraising growth plans is being supported by investment from our designated reserves, benefiting from the reserves we have been holding from the sale of our premises a few years ago.

### **A highly efficient and effective organisation**

#### **Digital transformation**

The investment in our new website delivered significant results. In the first three months after launch (in March 2021), time on site was up 10% and the bounce rate (the percentage of single page visits to the site) dropped by 74%. The change was more significant for mobile users – time on site on mobile devices was up 26% and the bounce rate has dropped by 80%.

There was also a marked increase in the accessibility of the site (from 52% to 89% as scored by a third-party tool), and our annual survey of user experience brought improved scores for both the design and navigation of the website. In addition, more website users than ever said they would be likely to visit again in future (88% compared to 81% the previous year).

We have continued to make significant steps in our digital transformation in line with our strategic commitment in this area. In 2021/22 we digitised our Peer Group Chat service – this involved automating a currently manual service, for example with triggered emails and text reminders, and the ability to measure the impact of the service more effectively. The new approach was launched in April 2022.

The Digital team also responded to user need to lead the development of new condition-specific web pages. These pages help people find relevant information and support related to their specific

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type of visible difference – this might be support provided by Changing Faces or signposting to other service providers. The new pages were launched across the second half of the year.

With agency support, we reviewed our digital marketing performance and capabilities, and set up a Google Grant account to support our paid search activity. Brand campaigns and ads for our new condition-specific content are performing particularly well, we are seeing improved conversion numbers, and we are nearly maximising the monthly \$10,000 ad spend.

### **Safeguarding**

Supporting people who use our services to be safe and to feel safe in their lives is a priority for Changing Faces. Sometimes the experience of living with a visible difference mean that people's wellbeing can be at significant risk. When people tell us they are at risk from others, or are feeling that life is intolerable, we respond in line with our safeguarding protocols. There was one incident in 2021 which required a prompt referral to the emergency services, and 19 lower risk safeguarding concerns raised and resolved across the year.

We have a skilled and experienced internal Safeguarding Team who are on a rota to respond to immediate needs. They meet regularly to review all the safeguarding concerns that have been raised.

We ensured that all staff completed Level 1 training during the year including a refresher of our annually updated safeguarding policies. Level 2 training was also held for relevant staff and volunteers. Key staff and Trustees are trained to Level 3. As well as holding regular review meetings, our Safeguarding team hold bi-monthly reflective practice sessions to develop our approach to the issues that people raise with us.

### **Measuring impact**

In line with our commitment to understand the true impact of our activities, in November we launched a pilot of an accredited wellbeing impact framework for our adult 1-1 and skin camouflage services, working with the consultancy Trust Impact. We are using the short Warwick-Edinburgh Mental Wellbeing Scale and the pilot tested the user journeys, messaging and response rates. We are now reviewing the results of the pilot, with the aim of rolling out the approach across our other adult services and campaigner programme. We will also be testing a parallel approach for our Children and Young People's services using an appropriate measure.

As part of the development of our new strategy during 2021/22, we produced an evidence report of the impact of our work over the last three years to inform our decisions on what will make the biggest impact for our beneficiaries in the future. We also reviewed our overall approach to measuring our impact as an organisation and now have a new set of output, outcome and impact measures aimed at tracking our delivery against our two strategic goals (see Looking Ahead section below).

### **London Head Office**

For most of 2021/22 our team were entirely home-based as we had moved out of our previous London office at the start of the pandemic when the lease came to an end. In mid-March we moved into a temporary office in Camden and are using this to test ways of working for our teams prior to deciding what is appropriate for us as a long-term office and/or service delivery base.

### **Our commitment to equality, diversity and inclusion**

As a charity whose mission and vision are to build a fairer and more equal society for everyone, we are absolutely committed to being a fair, open and inclusive organisation delivering services that

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consider the needs of all members of our community. Our clients and community are welcomed irrespective of faith, race, culture, nationality or sexual orientation. We monitor protected characteristics such as gender, race, disability and age.

People with visible differences can face deep discrimination and challenges because of both their appearance and other protected characteristics such as race, disability and class. Our services and campaigns look to recognise the intersectional challenges and impacts of living with other protected characteristics and visible difference on mental health, wellbeing and discrimination.

We believe there is an important opportunity to show leadership in this area within the visible difference sector. In 2021 we set up an anti-racist project group with a group of staff volunteers across the organisation with the specific intention of making a real difference in the way we approach this work in the charity – the group has undertaken work to review three key areas: recruitment and policies, representation and training for staff and volunteers. This has already resulted in improvements to the way we recruit volunteer campaigners to ensure the process is as inclusive as possible, and updates to our website style guide around the language and imagery used when describing our services and campaigns.

This has also fed into our new strategy, which seeks to put equity, diversity and inclusion at the heart of the entire organisation, with everyone held accountable. We still have a long way to go, and we are committed to doing whatever it takes to support all people living with visible differences.

### LOOKING AHEAD

During 2021/22 we developed our strategy for the next five years. We based this on evidence of our impact in recent years, and on an independent survey with Savanta ComRes in October 2021 of what would make the biggest impact for people living with visible differences. We were keen to break out of the echo chamber and not just talk to people who already engage with us. There were over 1,000 responses to the survey and most were people who don't engage with Changing Faces currently - over half hadn't heard of us.

Three key themes, i.e. opportunities to make a bigger difference, emerged from the strategy review:

1. Some people are not being supported with their visible difference as much as others. The strongest evidence for this relates to geographical location, and there is also some evidence to suggest inequalities in uptake and experience of support for men and for people in lower socio-economic groups.
2. There is not enough recognition of the psychological impact of living with a visible difference, as opposed to the physical or medical needs of someone with a condition affecting their appearance. This is particularly relevant for health professionals, who then miss opportunities to offer help, but is also true of society in general, for example not being conscious of the negative impact of staring.
3. There is still significant prejudice and negativity towards people with visible differences and a long way to go to eliminate this.

From these opportunities, we developed our two strategic goals for the next five years:

- **By 2027, everyone across the UK with a visible difference or disfigurement will have access to the support they need**
- **By 2027 we will significantly increase everyone's understanding and acceptance of visible difference and disfigurement, and reduce prejudice and discrimination**

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And our new overarching vision for Changing Faces:

**We won't stop until everyone with a visible difference or disfigurement is supported and respected.**

Our plans for the next five years are being shaped by our strategic goals, including a new impact framework to monitor whether we are on track. As a high-level summary, we plan to:

- Grow the reach of our support, initially focusing on geographical coverage.
- Develop new forms of support that allow significantly wider reach while maintaining effectiveness. There is likely to be a strong digital focus, but we need to allow for alternatives for the digitally excluded or where effective support can't be delivered digitally.
- Focus on engaging health professionals, and over time on health professional education as resources become available.
- Direct our campaigning activities on the themes of the strategy, and over time grow these.

We are excited to be working with other charities, funders, NHS partners and our own community to achieve these goals.

### FUNDRAISING STATEMENT

Changing Faces is committed to the pursuit of its charitable aims to the benefit of all people living with visible difference. We fundraise so that we can provide services that deliver our charitable objectives and work for Face Equality for all people across the UK.

We have regard to the guidance provided by the Fundraising Regulator, and we actively support the Code of Fundraising Practice. We promise to be open, honest, clear, respectful, fair, reasonable, and accountable.

All Changing Faces staff and volunteers, including the Board of Trustees, have a responsibility to be aware and have a thorough understanding of fundraising best practice.

Changing Faces respects the rights of its supporters to clear, truthful information about our work, how donations and other income are spent, and how we manage donors' information responsibly. The individuals that we mail are our supporters with whom we already have a relationship, and who have given their consent to be contacted by us. We never buy in any data lists for fundraising, and we do not sell or share supporter details with any other individuals or organisations.

We did not employ professional fundraising agencies with regard to any aspects of our fundraising activities in 2021/2022. All of our activities were planned and delivered in house by our small fundraising team, who build relationships with our supporters.

Our policies and procedures are compliant with best practice as set out by the Institute of Fundraising, with the best interests of the charity's donors and the vulnerable paramount. We never pressure anyone to make a donation and take particular care to avoid asking vulnerable people for donations.

We will not solicit or accept donations from companies or individuals who participate in activities which could cause detriment to the charity's reputation or work.

The charity received no complaints regarding its fundraising activities in the last twelve months.

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Complaints are taken very seriously and will be investigated, with disciplinary action being taken where appropriate. If a complaint is deemed serious enough it may result in the removal of a fundraiser from a campaign and/ or the termination of a campaign.

Our warmest thanks go to everyone who has supported Changing Faces this year. We are ever so grateful to the individuals who have run, cycled, baked, and so much more in support of our work. We are also thankful to those who have supported us in other ways: by nominating Changing Faces, sharing our campaigns, and voting for us.

We would like to thank NHS England for their ongoing support and advice during the year.

Corporate supporters and Trusts and Foundations have continued to support our work generously. In particular we would like to highlight the support of:

Avon, BBC Children in Need, the City of London Corporation's charitable funder, City Bridge Trust, Farleys Solicitors, Fidelity UK Foundation, Garfield Weston Foundation, Global's Make Some Noise, John Ellerman Foundation, IBM, The National Lottery Community Fund, Pegasus, PF Charitable Trust, The Julia and Hans Rausing Trust, Masonic Charitable Foundation, Peter Sowerby Foundation, The Robertson Trust, Scottish Power Foundation, St. James's Place Charitable Foundation, Thomas Cook Children's Charity, the William Grant Foundation, Veterans' Foundation, and The VTCT Foundation.

### FINANCIAL REVIEW

2021/22 was very much a transition year for the charity. Coming out of the initial pandemic lockdown the focus was on restarting our services, investing for the future and developing a new five-year strategy. Using the exceptional legacy income that was received in 2020/21 the charity invested in employing skin cam practitioners to deliver clinics. Previously the charity utilised volunteers to deliver this service. In addition further investment was made in delivering wellbeing services as well as improving the charity's digital capability. This investment will continue in 2022/23 specifically in its income generating activities in order to support the ambitious growth plans of the charity.

The budget set for 2021/22 reflected this investment with an overall deficit built into the annual plan. The £689k deficit incurred in FY22 was funded out of a designated fund set out specifically for the purposes of this planned investment. By utilising this fund the charity was able to maintain its free reserves at a level in line with its stated reserves policy of six months of operating expenditure.

Compared to the prior year overall income was much lower at £1.238k versus £2.058k in FY21. The key reasons for these variances were:

1. FY21 was an exceptional year for legacies
2. A tough economic environment that led to a decline in trust, major donor and corporate partnership income versus prior year.
3. This was offset to an extent by the restarting of skin cam clinics that generated £144k
4. The charity received £146k of one off "pandemic related" grants in FY21 that were not received in FY22

Expenditure at £1.926k, a 30% increase over FY21 reflected the planned additional investment in additional service delivery staff and digital capability. In March 2022 the charity took possession of a short-term lease (to December 2022) for a head office in Mandela Street London NW1.

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### 2021/22 summary

Income fell in 2021/22:

#### Income

	2022	2021
	£'000	£'000
<b>Gross income</b>		
Legacies	129	514
Income from trusts and grants	734	1,224
Other donations	208	288
Income from fundraising activity	23	21
Charitable activities	144	8
Investment income	-	2
<b>Gross income from operating activities</b>	<b>1,238</b>	<b>2,058</b>

Gross income from operations fell by 40% in 2021/22 compared to 2020/21.

There are two key reasons for this:

- Firstly, one-off legacy income of £514k in the prior year, compared with £129k this year.
- A fall of 40% (from £1.224k to £0.73k) in income from trusts and grants. This income line varies year on year, depending on the number of successful bids.

Prior year income included government grants to cover the salary costs of staff who were put on furlough as a result of the pandemic.

Voluntary income, excluding legacies was 28% lower in 2021/22 compared to the prior year. This was due to the tough economic environment.

Income from charitable activities comprises principally of skin camouflage services provided by Changing Faces to clients in England and Scotland. These services are largely paid for by NHS bodies under a mix of SLAs, contracts, and as non-contracted activity (NCA). The skin camouflage service was closed for the entirety of 2020/21 as a result of the pandemic.

#### Expenditure

	2022	2021
	£'000	£'000
Services and Innovation	1040	759
Championing the Voice	379	327
Scotland Office	151	147
Costs of income generation	<u>357</u>	<u>247</u>
<b>Total</b>	<b><u>1,927</u></b>	<b><u>1,480</u></b>

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Services and Innovation comprises the charity's work directly with people living with visible difference and includes one to one psychosocial and skin camouflage services, as well as digital services, digital resources, education, and training. Championing the voice comprises communications and campaigns.

Total costs in 2021/22 were £0.447k (30%) higher than in 2020/21. Costs were lower across most operating areas in 2020/21 as the pandemic and lockdowns restricted activity. In addition, the skin camouflage service - and related costs - was closed during that year.

### Result

Changing Faces reported a deficit of £662k at the operating level in 2021/22 compared to an operating surplus of £578k in 2020/21.

	<b>2022</b>	<b>2021</b>
	<b>£'000</b>	<b>£'000</b>
Income	1,238	2,058
Costs	<u>1,927</u>	<u>1,480</u>
<b>Total reported surplus / (deficit)</b>	<b>(688)</b>	<b>578</b>

### Reserves

All charities are required to ensure that the amount they hold in reserves is appropriate for the charity's size and the nature of its activities. Changing Faces' policy is to hold free reserves calculated at six months of relevant unrestricted operational expenditure.

### Reserves

	<b>2022</b>	<b>2021</b>
	<b>£'000</b>	<b>£'000</b>
Restricted reserves	277	322
Designated reserves	894	1,290
Free reserves	<u>303</u>	<u>550</u>
Unrestricted reserves	<u>1,197</u>	<u>1,840</u>
<b>Total reserves</b>	<b><u>1,474</u></b>	<b><u>2,163</u></b>

### Restricted reserves

At 31 March 2022, restricted reserves totalled £277k (2021: £322k). Restricted reserves are those funds which represent donations and grants received which are to be spent on a specific activity. These funds are ring-fenced, and costs are allocated against the funds by reference to the funders' expressed purposes.

### Unrestricted reserves

#### Designated reserves

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At 31 March 2022, designated reserves totalled £894k (2021: £1,290k). These designated reserves have been allocated by the trustees for investment in infrastructure (chiefly office property) and operational growth (rebuilding services after the pandemic).

### **Unrestricted reserves: free reserves**

At 31 March 2022, free reserves totalled £303k (2021: £550k).

The Trustees have calculated the level of free reserves which are needed to allow the charity to meet its commitments to its clients, staff and other stakeholders, to manage the implications of a period of a shortfall in income or unexpectedly high costs.

In estimating the level of free reserves, the Trustees have had regard to Charity Commission Guidance on the level of appropriate reserves to ensure sustainability of service delivery. The Trustees have determined that Changing Faces should target six months cover of recurrent operating costs, with consideration given to the treatment of those costs covered by restricted funds.

Recurrent operating costs are calculated by adjusting the actual level of costs incurred to remove the elements covered by restricted funding, the exceptional costs relating to the restructuring and additional costs which are considered to imply no long-term financial commitment, for example consultancy costs. The six-month target amounts to £600k, and free reserves at the year end were £303k. Following the year end, on 1<sup>st</sup> April 2022, a transfer was made from designated fund to bring free reserves back to £600k.

The Trustees will continue to carefully monitor the charity's results in light of the budget and the reserves position and will take any action needed if they identify any significant risk to the charity's financial position or its ability to support its core activities.

### **Investments**

The priority in Changing Faces investment policy is to preserve capital, and a low-risk investment policy has been adopted. After assessing the risks of different investment groups, Changing Faces has limited its investments to fixed term deposits of between three and six months, and notice deposits of a similar term, placed with financial institutions with a high credit rating.

### **Principal risks and uncertainties**

The Board of Trustees has overall responsibility for risk management at Changing Faces. It is responsible for establishing the charity's risk appetite, ensuring that major risks are identified and approving appropriate procedures to detect, prevent and manage major risks. Changing Faces' risk management programmes are designed to mitigate risks appropriately, rather than to eliminate all risk.

The Audit and Risk Committee has the power to investigate and manage risk on behalf of the Board, and reports to the Board on strategic risks and risk management. The Finance Committee reviews management accounts and financial performance and provides assurance to the Board.

The principal tools used by Changing Faces to mitigate risks are:

- 1. Risk register.** The Leadership Team manages a risk register which is regularly reviewed by the Audit and Risk Committee. Risks are assessed as to the likelihood of their occurring and the impact if they were to occur, giving a "raw" risk rating. Mitigations and future actions are

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defined, and the risk rating is then recalculated, to ensure that it remains within the Board of Trustees' stated risk appetite.

2. **Performance indicators.** We monitor performance through the use of key performance indicators and strategic milestones, which are reported to the Board quarterly, with differences to expectations thoroughly analysed.
3. **Planning and budgeting.** We produce budgets annually, monitor variances monthly, and reforecast expected results quarterly. The Finance Committee reviews monthly management accounts and reserves levels, and reports to the Board of Trustees.

The major risks identified by Changing Faces are:

Risk	Management
<p><b>Pandemic impact on the charity:</b> New forms of COVID emerge requiring the reintroduction of restrictions. This could reduce the charity's ability to offer face to face services for an extended period, reduce demand due to infection concerns.</p>	<ul style="list-style-type: none"> <li>• Ongoing options evaluations for all face-to-face services</li> <li>• Hybrid model proposed with staff combining working in an office and working at home</li> <li>• Continued investment in digital capability and capacity</li> <li>• Maintain flexibility on skin camouflage, including ability to offer online appointments.</li> </ul>
<p><b>Inflation, economic uncertainty, and external shocks</b> Cost base increases due to inflationary pressures, market uncertainty, cost of living crisis and energy costs. Reduced ability to deliver strategy as income going on higher cost base rather than extra activity.</p>	<ul style="list-style-type: none"> <li>• Careful management of costs, including tendering for major contracts and negotiation on fees</li> <li>• Approval process</li> <li>• Regular review of management accounts to identify unexpected cost increases</li> <li>• Inflation costs built into funding bids</li> </ul>
<p><b>Finance:</b> The charity is reliant on voluntary income to support its activities. We have an ambitious plan to grow fundraising, but there is a risk this does not deliver as expected. Increased competition and cost of living pressures could mean that we fail to reach our targets, leading to the loss of liquidity and inability to meet our commitments. Poor financial controls could lead to error or fraud.</p>	<ul style="list-style-type: none"> <li>• Diversification of income streams, especially individual giving and major donors</li> <li>• Investment in strong and effective fundraising team</li> <li>• Relationship management with donors and funders</li> <li>• Robust process for setting budgets, aligned to the strategic plan</li> <li>• Scrutiny of and challenge to budgets by Trustees</li> <li>• Monthly monitoring of budgets and budget variances</li> <li>• Quarterly reforecast of expectations</li> <li>• Robust reserves policy</li> <li>• Risk averse investment policy</li> <li>• Scrutiny of results by the Finance Committee</li> </ul>
<p><b>Governance:</b> Lack of strategic clarity and failure to ensure impact could harm the charity's ability to achieve its charitable objectives. Inability to attract and retain good staff could mean that strategic opportunities are missed.</p>	<ul style="list-style-type: none"> <li>• Reporting on KPIs and key milestones</li> <li>• Reporting on budget</li> <li>• Investment in data and impact management tools and knowhow</li> <li>• Implementation of strategic plan</li> <li>• Involvement of people with lived experience of visible difference</li> <li>• Emphasis on training and development for staff</li> <li>• Building strong and effective culture and values</li> </ul>

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Risk	Management
<b>Compliance:</b> Failure to comply with legal and regulatory requirements could result in fines and reputational damage.	<ul style="list-style-type: none"><li>• Key legal and regulatory requirements identified</li><li>• Serious incident reporting policy in place</li><li>• Safeguarding action plan, policies, and training</li><li>• Mandatory data protection training framework</li><li>• GDPR compliant data mapping tool employed</li><li>• DBS check framework in place</li><li>• Access to specialist Legal and HR services to support decision-making</li></ul>
<b>Operational:</b> Service provision and development may not be aligned to beneficiaries' needs and desires.	<ul style="list-style-type: none"><li>• Robust clinical governance and extensive safeguarding processes underpin services</li><li>• Multi-year investment in digital capability to build a digital culture and develop digital products</li><li>• Service development based upon user research</li></ul>
<b>Environmental and External:</b> Communications and brand positioning may fail to maintain a strong reputation and the confidence of stakeholders and funders.	<ul style="list-style-type: none"><li>• Building a clear brand</li><li>• Consistent and well-resourced communications team</li><li>• Meticulous reporting to funders</li><li>• Due diligence when considering new projects</li><li>• Development of key messages</li><li>• Reputation management</li></ul>

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2022

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### GOVERNANCE

#### Legal structure

Changing Faces is a company registered in England and Wales, limited by guarantee, with registered number 02710440. It is a registered charity in England and Wales (Charity number 1011222), and in Scotland (Charity number SC039725).

#### Public benefit

The Trustees believe the charity has fully met the requirement to provide benefit to the public and have paid due regard to Charity Commission guidance on this matter. Changing Faces' services are widely publicised and available to everyone in the UK who would benefit, free of any cost.

#### Board of Trustees

The Board of Trustees is responsible for managing the activity of the charity. It was composed of 13 Trustees at 31 March 2022, with a wide range of skills and experience including professional and clinical expertise.

The Board meets four times per year to regularly review and direct Changing Faces' strategy, budget, and performance. Certain matters are reserved for Board approval, including changes to strategy and budget. The Board also meets for an annual away day to review and discuss strategic proposals in more depth.

Appointments to the Board of Trustees are managed by Trustees. Trustees are recruited through a process of advertisement, application, and interview. Selection is based on set criteria to ensure a broad range of skills and experience. New Trustees are provided with a formal induction programme incorporating the opportunity to meet key staff, and an induction pack of documentation including the charity's constitution, recent Annual Reports and Accounts, recent Board minutes and the current Strategic Plan. Opportunities for training are offered to Trustees, and budget is provided for this purpose.

The Board maintains control over all strategic and policy decisions, including the approval of budgets, risk management and governance arrangements. It delegates some of its responsibilities to three Board committees, which make recommendations to the Board within their terms of reference:

- The Audit and Risk Committee is responsible for managing risk, monitoring compliance with regulatory authorities, and reviewing the year end accounts.
- The Finance Committee is responsible for ensuring that the charity's finances are being appropriately and effectively managed, by monitoring the charity's financial position, overseeing the production of budgets and management accounts, developing and implementing financial, reserves and investment policies and ensuring that proper financial records are kept.
- The Nominations Committee is responsible for overseeing the recruitment of Trustees and of the charity's CEO. The committee also approves trustee appointments to the other committees.

Day to day management is delegated to the Chief Executive and the Leadership Team.

#### Management remuneration

Changing Faces seeks to set its salary levels for all paid staff, including management, by reference to market rates, within the context of voluntary sector organisations of a similar size. A benchmarking project was completed in June 2018; all staff roles were re-evaluated at the same time and transferred to the new pay and staffing structure. The pay policy describes how salaries

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2022

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are set and defines the salary structure for all staff within the organisation. During the year ended 31 March 2022, key management were defined as the CEO, the Director of Fundraising and the Director of Finance and Resources.

### STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the Trustees to prepare financial statements for each financial year 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 these financial statements the Trustees are required to:

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time of the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Trustees is aware at the time the report is approved:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- 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 auditors are aware of that information.

As Directors we also confirm that we have made all necessary enquiries and taken such steps that we ought to, to ensure that we become aware of any relevant audit information and that we confirm that the charitable company's auditors have been made aware of such information.

By Order of the Board

**David Clayton**



**Chair of the Board of Trustees**

**Date:** October 25<sup>th</sup> 2022

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CHANGING FACES**

### **Opinion**

We have audited the financial statements of Changing Faces for the year-ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of the charitable company's net movement in funds, including the 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 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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 trustees are responsible for the other information. The other information comprises the information included in the Report of the Trustees. 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.

## **CHANGING FACES**

### **REPORT OF THE TRUSTEES for the year ended 31st March 2022**

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 Reports of Trustees (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Report of the Trustees 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees (which incorporates the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charity Accounts (Scotland) Regulations (as amended) require us to report to you if, in our opinion:

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

#### **Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on page 26, 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.

## CHANGING FACES

### REPORT OF THE TRUSTEES for the year ended 31st March 2022

#### **Auditor's responsibilities for the audit of the financial statements**

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

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:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the requirement relevant to registered charities, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as include the Companies Act 2006 and the Charities Act 2011, and we considered other factors such as income tax, payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to manual journals. Audit procedures performed by the engagement team included:

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

## CHANGING FACES

### REPORT OF THE TRUSTEES for the year ended 31st March 2022

#### 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, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Lee Stokes (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditors

10 Queen Street Place  
London EC4R 1AG

**Date:** October 25<sup>th</sup> 2022

## CHANGING FACES

### REPORT OF THE TRUSTEES for the year ended 31st March 2022

## CHANGING FACES

Company limited by guarantee

Registered Company No: 02710440

### STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2022

(Incorporating an Income and Expenditure account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted Funds	Restricted Funds	Total Funds 2022	Total Funds 2021
		£	£	£	£
<b>Income from</b>					
Donations and legacies		622,638	470,640	1,093,278	2,047,387
Charitable activities		144,370	-	144,370	8,332
Investments		364	-	364	1,913
<b>Total</b>	3	<b>767,372</b>	<b>470,640</b>	<b>1,238,012</b>	<b>2,057,632</b>
<b>Expenditure on</b>					
Raising funds		356,723	-	356,723	247,407
Charitable activities		1,053,487	516,331	1,569,818	1,232,068
<b>Total</b>	4	<b>1,410,210</b>	<b>516,331</b>	<b>1,926,541</b>	<b>1,479,475</b>
<b>Net (expenditure) / income</b>		(642,838)	(45,691)	(688,529)	578,157
<b>Transfers between funds</b>	10	-	-	-	-
<b>Net movement in funds</b>	10	(642,838)	(45,691)	(688,529)	578,157
<b>Reconciliation of funds</b>					
Total funds brought forward	10	1,840,286	322,279	2,162,565	1,584,408
<b>Total funds carried forward</b>		<b>1,197,448</b>	<b>276,588</b>	<b>1,474,036</b>	<b>2,162,565</b>

All of the charity's activities are continuing. There were no gains or losses other than those shown above. The accompanying notes form part of these financial statements.

## CHANGING FACES

### REPORT OF THE TRUSTEES for the year ended 31st March 2022

#### BALANCE SHEET AT 31 MARCH 2022

#### CHANGING FACES

Company limited by guarantee

Registered Company No: 02710440

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	7	13,899	14,830
Total fixed assets			
Current assets			
Debtors and prepayments	8	154,075	283,782
Cash at bank and in hand		1,430,131	2,101,451
Total current assets		<u>1,584,206</u>	<u>2,385,233</u>
Liabilities			
Creditors: amounts falling due within one year	9	(124,069)	(237,498)
Net current assets		<u>1,460,137</u>	<u>2,147,735</u>
<b>Total net assets</b>		<b><u>1,474,036</u></b>	<b><u>2,162,565</u></b>
Restricted income funds		276,588	322,279
Unrestricted funds:			
Designated funds		894,483	1,290,191
Free reserves		302,965	550,095
		<u>1,197,448</u>	<u>1,840,286</u>
<b>Total funds</b>	10	<b><u>1,474,036</u></b>	<b><u>2,162,565</u></b>

The accompanying notes form part of these financial statements.

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

**David Clayton**



**Chair of the Board of Trustees**

**Date:** October 25<sup>th</sup> 2022

## CHANGING FACES

### REPORT OF THE TRUSTEES for the year ended 31st March 2022

## CHANGING FACES

Company limited by guarantee

Registered Company No: 02710440

### STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022

	2022	2021
	£	£
<b>Cash Flows from operating activities:</b>		
Net cash provided by/ (used in) operating activities (see below)	(665,716)	512,532
<b>Cash flows from investing activities:</b>		
Bank interest received	364	1,913
Payments to acquire tangible fixed assets	(5,968)	(2,823)
<b>Net cash provided by/ (used in) investing activities</b>	<b>(5,604)</b>	<b>(910)</b>
Change in cash and cash equivalents in the reporting period	<b>(671,320)</b>	<b>511,622</b>
Cash and cash equivalents at the beginning of the reporting period	2,101,451	1,589,829
Cash and cash equivalents at the end of the reporting period	<b>1,430,131</b>	<b>2,101,451</b>
<b>Reconciliation of net income/(expenditure) to net cash flow from operating activities</b>	<b>2022</b>	<b>2021</b>
	£	£
Net income / (expenditure) for the year	(688,529)	578,157
<b>Adjustments for:</b>		
Depreciation charges	6,899	6,365
Bank interest received	(364)	(1,913)
Decrease/(Increase) in debtors and prepayments	129,707	(35,853)
(Decrease)/increase in creditors	(113,429)	(34,224)
Net cash used in operating activities	<b>(665,716)</b>	<b>512,532</b>
<b>Analysis of cash and cash equivalents</b>	<b>2022</b>	<b>2021</b>
	£	£
Cash at bank and in hand	<b>1,430,131</b>	<b>2,101,451</b>

## **CHANGING FACES**

### **NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2022**

#### **NOTES TO THE FINANCIAL STATEMENTS**

##### **1. ACCOUNTING POLICIES**

###### **Basis of Preparation**

The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

###### **Going Concern**

No material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern have been identified by the Trustees and therefore these accounts have been prepared on a going concern basis.

Cashflow forecasts have been prepared, reflecting several different scenarios for 2022/23 and 2023/24. The charity has implemented an ambitious strategy for growth, particularly in fundraising. Concurrently, management have considered options to reduce costs at short notice, should it become necessary. Trustees have examined these cashflow forecasts and are confident that Changing Faces has the financial resources to continue operating for the foreseeable future.

###### **Income**

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

Legacy income is recognised when it is probable it will be received. Pecuniary legacies are recognised when probate is granted. Residuary legacies are recognised when either probate has been granted, or the estate has been finalised or notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate.

###### **Grants**

Grants are accounted for as income when they are receivable. Where the grant making body specifies that amounts given should be utilised in a future accounting period, the income is deferred to that period. If certain conditions have to be fulfilled before the charity becomes entitled to the use of the grant, then the income is deferred until such conditions have been met.

###### **Donated Assets**

Donated assets are capitalised at a value equivalent to market value as at the date of donation.

###### **Expenditure**

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category.

Raising funds are those costs incurred to raise donations and legacies and costs of trading activities. Charitable activities relates to costs incurred in delivering the charity's activities and services to its beneficiaries. Governance costs are those associated with incurred in meeting the

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2022

constitutional and statutory requirements and is now apportioned on the same basis as support costs.

#### Cost Apportionment

A proportion of staff and indirect costs are attributed to activities on the following bases:

Staff	-	actual costs or level of activity engaged by staff
Indirect costs	-	level of activity engaged by staff

#### Leases

Rentals under operating leases are charged to the income and expenditure account as incurred.

#### Depreciation of Tangible Fixed Assets

Depreciation is provided on all tangible fixed assets so as to write them off over their anticipated useful lives at the following annual rates on a straight-line basis:

Office equipment	-25%
Office furniture	-20%
Computer equipment	-25%

Additions to fixed assets costing less than £500, and those acquired from restricted income funds are written off in the year.

#### Pensions

The company operates a defined contribution pension scheme on behalf of its staff. Contributions are charged to the statement of financial activities as they become payable in accordance with the rules of the scheme.

#### Employee benefits

Short term benefits: Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits: Termination benefits are accounted for on an accrual basis and in line with FRS 102.

#### Accounting estimates and judgements

In preparing the financial statements, the Trustees are required to make estimates and judgements. The matters below are considered to be the most important in understanding the judgements made and the uncertainties that could impact the amounts reported in the financial statements.

#### Legacy income

Legacy income requires judgement about the probability of receipt which affects the timing of income recognition. Legacy income is recognised when the Charity has established entitlement to a legacy, when the receipt of the legacy is probable and when the amount due can be estimated with sufficient accuracy.

#### Cost allocation

Support costs are allocated to charitable activities. Judgement is required in determining and applying the basis appropriate for each support activity.

## **CHANGING FACES**

### **NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2022**

#### **Bad debt provision**

The valuation of debtors is based on judgements about the probability of receipt of the amounts invoiced.

#### **Valuation of assets and liabilities**

##### **Stocks**

Stocks are valued at the lower of cost and net realisable value.

##### **Debtors**

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

##### **Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments.

##### **Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

##### **Fund Accounting**

Restricted Funds: The purpose and use of restricted funds are imposed by the donor or by the specific terms of the charity appeal.

Designated Funds: these funds have been allocated by the Trustees for anticipated use on specific projects.

Unrestricted Funds: These are funds available for use at the discretion of the Trustees in furtherance of the objectives of the charity.

##### **Taxation**

No provision has been made for taxation as the company's charitable status renders it exempt from UK direct taxation.

## **2. STATUS**

The company is limited by guarantee and has no share capital. The liability of members in the event of a winding up is limited to £1. The members are the Trustees of the charity.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2022

#### 3A: INCOME ANALYSIS

	2022	2022	2022	2021
	Unrestricted	Restricted	Total	
	£	£	£	£
Legacies	129,397	-	129,397	514,136
Income from trusts and grants	263,080	470,640	733,720	1,224,321
Other donations	207,619	-	207,619	288,408
Income from fundraising activity	22,542	-	22,542	20,522
Charitable activities	144,370	-	144,370	8,332
Investment income	364	-	364	1,913
<b>Total</b>	<b>767,372</b>	<b>470,640</b>	<b>1,238,012</b>	<b>2,057,632</b>

Income from trusts and grants includes £nil (2021: £137,858) received through the government coronavirus furlough scheme.

All legacies were received in full before the end of the financial year.

#### 3B: INCOME FROM CHARITABLE ACTIVITIES

	2022	2022	2022	2021
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Skin camouflage services	144,370	-	144,370	8,332
<b>Total</b>	<b>144,370</b>	<b>-</b>	<b>144,370</b>	<b>8,332</b>

No skin camouflage activities took place during the year ended 31<sup>st</sup> March 2021 due to the pandemic. Sole income in that year relates to an over-provision against potential bad debts in prior years. During the year ended 31<sup>st</sup> March 2022, skin camouflage services resumed, and income therefore rose.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2022

#### 4A: ANALYSIS OF TOTAL EXPENDITURE

	<b>2022</b> Unrestricted £	<b>2022</b> Restricted £	<b>2022</b> Total £	<b>2021</b> Total £
<b>CHARITABLE ACTIVITIES</b>				
<b>Service Innovation</b>				
Wellbeing	256,273	331,802	588,075	499,497
Skin camouflage services	314,765	39,243	354,008	183,807
Education	80,410	17,798	98,208	75,174
	<b>651,448</b>	<b>388,843</b>	<b>1,040,291</b>	<b>758,478</b>
<b>Championing the Voice</b>				
Communications	378,879	-	378,879	327,110
	23,160	127,488	150,648	146,480
	1,053,487	516,331	1,569,818	1,232,068
<b>Cost of raising funds</b>				
Fundraising costs	356,723	-	356,723	247,407
<b>Total</b>	<b>1,410,210</b>	<b>516,331</b>	<b>1,926,541</b>	<b>1,479,475</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2022

#### 4B DIRECT AND SUPPORT COSTS

	<b>2022 Direct costs £</b>	<b>2022 Support costs £</b>	<b>2022 Total £</b>	<b>2021 Total £</b>
<b>Charitable activities</b>				
<b>Changing lives</b>				
Wellbeing	517,860	70,215	588,075	499,497
Skin camouflage services	321,694	32,314	354,008	183,807
Education	88,294	9,914	98,208	75,174
	<b>927,848</b>	<b>112,443</b>	<b>1,040,291</b>	<b>758,478</b>
<b>Changing Minds</b>				
Communications	336,771	42,108	378,879	327,110
<b>Scotland office</b>	133,275	17,373	150,648	146,480
	<b>1,397,894</b>	<b>171,924</b>	<b>1,569,818</b>	<b>1,232,068</b>
<b>Cost of raising funds</b>				
Fundraising costs	315,247	41,476	356,723	247,407
	<b>1,713,141</b>	<b>213,400</b>	<b>1,926,541</b>	<b>1,479,475</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2022

#### 4C SUPPORT COSTS

	2022	2022	2022	2022	2022	2021
	Premises costs	Office costs	Staff and volunteer costs	Depreciation	Total	Total
	£	£			£	£
<b>Charitable activities</b>						
<b>Changing lives</b>						
Wellbeing	3,320	41,852	22,773	2,270	70,215	58,348
Skin camouflage services	1,528	19,261	10,480	1,045	32,314	18,555
Education	469	5,909	3,216	320	9,914	4,366
<b>Changing Minds</b>						
Communications	1,991	25,099	13,657	1,361	42,108	24,485
Scotland office	822	10,354	5,635	562	17,373	7,094
<b>Cost of raising funds</b>						
Fundraising costs	1,962	24,721	13,452	1,341	41,476	27,197
	<b>10,092</b>	<b>127,196</b>	<b>69,213</b>	<b>6,899</b>	<b>213,400</b>	<b>140,045</b>

#### 5

#### NET MOVEMENT IN FUNDS

2022	2021
£	£

The result for the year is stated after charging:

Auditor's remuneration		
- Audit	11,750	10,000
- Non audit	9,500	-
Depreciation of fixed assets	6,899	6,365
Operating Leases	236	826

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2022

#### 6. EMPLOYEES

##### Total remuneration

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Wages and salaries	1,069,411	853,417
Social security costs	110,656	88,772
Pension costs	68,870	50,177
Redundancy costs	-	1,998
	<b>1,248,937</b>	<b>994,364</b>

##### Average number of employees

The average number of people (full time equivalent) employed by the company during the year was as follows:

	<b>2022</b>	<b>2021</b>
	<b>FTE</b>	<b>FTE</b>
Wellbeing	7	6
Skin camouflage	5	4
Education	1	1
Communications	2	1
Scotland Office	2	3
Administration	6	5
Fundraising	4	2
	<b>27</b>	<b>22</b>

The average number of staff employed during the year was as follows:

<b>2022</b>	<b>2021</b>
<b>Number</b>	<b>Number</b>
48	25

##### Remuneration of higher paid staff

The number of employees whose emoluments exceeded £60,000 per annum was:

	<b>2022</b>	<b>2021</b>
£60,000 - £70,000	1	3
£70,000 - £80,000	1	-
£80,000 - £90,000	-	1
£90,000- £100,000	-	-
£100,000-£110,000	-	-

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2022

#### Remuneration of key management personnel

Total remuneration of key management personnel for the year, including employer pension contributions and employer National Insurance contributions was £247,526 (2021: £229,516). Key management personnel are the charity's leadership team, comprising the CEO, the Director of Fundraising and Communications and the Director of Finance and Resources.

Key management employer pension contributions amounted to £12,565 (2021: £11,514)

#### Board of Trustees members' expenses

None of the Trustees received any remuneration in the year (2021:nil). No Trustees received reimbursement of expenses during the year (2021: £nil). The charity maintains liability insurance covering members of the Board of Trustees in their capacity as directors.

## 7

	<b>Computer Equipment</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
<b>COST</b>		
At 1 <sup>st</sup> April 2021	24,580	24,580
Additions	5,968	5,968
At 31 <sup>st</sup> March 2022	30,548	30,548
<b>DEPRECIATION</b>		
At 1st April 2021	9,750	9,750
Charge for the year	6,899	6,899
At 31 <sup>st</sup> March 2022	16,649	16,649
<b>NET BOOK VALUE</b>		
At 31 <sup>st</sup> March 2022	13,899	13,899
At 31 <sup>st</sup> March 2021	14,830	14,830

## 8: DEBTORS

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Trade debtors	55,696	-
Prepayments and accrued income	76,826	283,182
Other debtors	21,553	600
	<b>154,075</b>	<b>283,782</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2022

#### 9: CREDITORS: Amounts due within one year

	2022	2021
	£	£
Trade creditors	55,661	53,306
Accruals and deferred income	28,882	152,945
Employer pension contributions	9,456	7,776
Other taxes and social security	30,070	23,471
	<b>124,069</b>	<b>237,498</b>

In 2021, deferred income includes a grant of £100,000 representing the second year of a two-year grant where the income was received in advance and where the progress of the project was delayed due to the pandemic.

#### 10: FUNDS

	Unrestricted funds	Restricted funds	Total
	£	£	£
Balance at 1 <sup>st</sup> April 2021	1,840,286	322,279	2,162,565
Net income/(expenditure)	(642,838)	(45,691)	(688,529)
Balance at 31 <sup>st</sup> March 2022	1,197,448	276,588	1,474,036
<b>Analysis of net assets between funds</b>			
Tangible fixed assets	13,899	-	13,899
Net current assets	1,183,549	276,588	1,460,137
	1,197,448	276,588	1,474,036

The restricted funds of the charity comprise:

	At 1 April 2021	Income	Expenditure	At 31 March 2022
	£	£	£	£
Face equality in schools	17,798	-	17,798	-
Scotland Youth Engagement	35,485	43,121	73,606	5,000
Psycho-social support for children and young people	14,447	-	14,447	-
Support for adults with a visible difference	19,303	47,128	38,023	28,408
Support for children and young people with a visible difference	51,067	100,000	101,067	50,000
COVID response, visible difference, young people	9,025	-	9,025	-
Support for armed forces personnel and veterans	14,620	-	14,620	-
Counselling support, new ways of working	114,482	123,081	135,027	102,536

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2022

Cont...	At 1 April 2021 £	Income £	Expenditure £	At 31 March 2022 £
Rebuilding skin camouflage service, London	3,132	46,300	39,243	10,189
Rebuilding skin camouflage service, Scotland	42,920	62,540	53,882	51,578
Wellbeing and counselling service	-	29,658	17,007	12,651
Wellbeing support for children and young people	-	18,812	2,586	16,226
	<b>322,279</b>	<b>470,640</b>	<b>516,331</b>	<b>276,588</b>

#### Restricted funds

Face Equality in Schools is a three-year project to design, create and evaluate materials for use in schools and further education colleges.

Scotland Youth Engagement is a multi-year project to support children and young people campaigning for face equality in Scotland.

Psycho-social support for children and young people is a multi-year project to support children and young people living with visible difference in Sheffield and the Humber.

Support for adults with a visible difference is a grant funding psychosocial support practitioner.

Support for children and young people with a visible difference is a grant provided to set up a psycho-social support framework.

Visible difference COVID response, young people funded service redesign arising from the COVID-19 crisis and particularly targeted at children and young people

Visible difference support for armed forces personnel is a grant that funds support for armed forces personnel and veterans

Counselling support, new ways of working is a grant to develop and embed new approaches to supporting people with visible differences

Rebuilding skin camouflage service is a grant funding the work to set up skin camouflage clinics, both face to face and digital, after the pandemic in London

Rebuilding skin camouflage service, Scotland is a grant funding the work to set up skin camouflage clinics, both face to face and digital, after the pandemic in Scotland

Wellbeing and counselling service is a grant funding 121 support and workshops for children and young people with a visible difference

Wellbeing and support for children and young people is a grant funding psychological and emotional support to children and young people with a visible difference

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2022

The unrestricted funds of the charity comprise:

	At 1 April 2021	Income	Expenditur e	Transfer s	At 31 March 2022
	£	£	£	£	£
Designated funds	1,290,191	-	(395,708)	-	894,483
Free reserves	550,095	767,372	(1,014,502)	-	302,965
	1,840,286	767,372	(1,410,210)	-	1,197,448

#### Unrestricted reserves: designated reserves

The Trustees have approved investment from the designated fund towards investments in the necessary infrastructure to support Changing Faces' operations. In part, this investment will go toward rebuilding services following the pandemic, particularly through our digital function. We have also set aside funds for new office premises.

#### 11: COMMITMENTS UNDER OPERATING LEASES

As at 31st March 2022, the company had annual commitments under non-cancellable operating leases as set out below:

	2022	2021
	£	£
Operating lease payments due:		
Within one year	-	236
In one to two years	-	-
	-	236

#### 12: PENSIONS

The company operates a defined contribution scheme in respect of salaried employees.

Contributions are charged in the accounts as incurred and there were no outstanding or proposed contributions as at the balance sheet date. Pension costs charged in the year were £117,390 (2021: £50,178).

#### 13: RELATED PARTY TRANSACTIONS

No payments were made to related parties in the current or preceding year.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2022

#### 2021 COMPARATIVES

##### 14: INCOME ANALYSIS 2021

	2021 Unrestricted £	2021 Restricted £	2021 Total £
Legacies	514,136	-	514,136
Income from trusts and grants	598,970	625,351	1,224,321
Other donations	288,408	-	288,408
Income from fundraising activity	20,522	-	20,522
Charitable activities	8,332	-	8,332
Investment income	1,913	-	1,913
<b>Total</b>	<b>1,432,281</b>	<b>625,351</b>	<b>2,057,632</b>

##### 15: INCOME FROM CHARITABLE ACTIVITIES 2021

	2021 Unrestricted £	2021 Restricted £	2021 Total £
Skin camouflage services	8,332	-	8,332
<b>Total</b>	<b>8,332</b>	<b>-</b>	<b>8,332</b>

##### 16: ANALYSIS OF TOTAL EXPENDITURE 2021

	2021 Unrestricted £	2021 Restricted £	2021 Total £
<b>Charitable activities</b>			
<b>Service Innovation</b>			
Wellbeing	183,417	316,080	499,497
Skin camouflage services	168,899	14,908	183,807
Education	18,365	56,809	75,174
	370,681	387,797	758,478
<b>Championing the Voice</b>			
Communications	85,512	241,598	327,110
	85,512	241,598	327,110

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2022

<b>Scotland</b>	122,241	24,239	146,480
	<b>578,434</b>	<b>653,634</b>	<b>1,232,068</b>
<b>Cost of raising funds</b>			
Fundraising costs	235,581	11,826	247,407
<b>Total</b>	<b>814,015</b>	<b>665,460</b>	<b>1,479,475</b>

#### 17: DIRECT AND SUPPORT COSTS 2021

	<b>2021</b>	<b>2021</b>	<b>2021</b>
	<b>Direct costs</b>	<b>Support</b>	<b>Total</b>
	<b>£</b>	<b>costs</b>	<b>£</b>
		<b>£</b>	<b>£</b>
<b>Charitable activities</b>			
<b>Changing lives</b>			
Wellbeing	441,149	58,348	499,497
Skin camouflage services	165,252	18,555	183,807
Education	70,808	4,366	75,174
	<b>677,209</b>	<b>81,269</b>	<b>758,478</b>
<b>Changing Minds</b>			
Communications	302,625	24,485	327,110
	302,625	24,485	327,110
Scotland office	139,386	7,094	146,480
	<b>1,119,220</b>	<b>112,848</b>	<b>1,232,068</b>
<b>Cost of raising funds</b>			
Fundraising costs	220,210	27,197	247,407
<b>Total</b>	<b>1,339,430</b>	<b>140,045</b>	<b>1,479,475</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2022

#### 18: SUPPORT COST ALLOCATION 2021

	2021 Premises costs £	2021 Office costs £	2021 Staff and volunteer costs £	2021 Depreciation £	2021 Total £
<b>Charitable activities</b>					
<b>Changing lives</b>					
Wellbeing	6,191	43,938	5,567	2,652	58,348
Skin camouflage services	1,969	13,973	1,770	843	18,555
Education	463	3,288	417	198	4,366
<b>Changing Minds</b>					
Communications	2,598	18,438	2,336	1,113	24,485
Scotland office	753	5,342	676	323	7,094
<b>Cost of raising funds</b>					
Fundraising costs	2,886	20,480	2,595	1,236	27,197
<b>Total</b>	<b>14,860</b>	<b>105,459</b>	<b>13,361</b>	<b>6,365</b>	<b>140,045</b>

Support costs are allocated on a per capita basis, relating to the average WTE staff employed in each activity, taking into account the contribution of self-employed contractors and the effects of staff furloughs. The restrictions imposed on operations as a result of the pandemic particularly affected activities in skin camouflage services, education, services managed from our Scotland Office, accounting for lower support costs in these areas.

#### 19: FUNDS 2021

	Unrestricted funds £	Restricted funds £	Total £
Balance at 1st April 2020	1,222,020	362,388	1,584,408
Net income/(expenditure)	618,266	(40,109)	578,157
Balance at 31st March 2021	1,840,286	322,279	2,162,565
<b>Analysis of net assets between funds</b>			
Tangible fixed assets	14,830		14,830
Net current assets	1,825,456	322,279	2,147,735
	1,840,286	322,279	2,162,565

## **ADMINISTRATIVE DETAILS**

### **Address**

Registered Office: Changing Faces, 1<sup>st</sup> Floor, 14-15 Mandela Street, London NW1 0DU

Postal address: Changing Faces, 1<sup>st</sup> Floor, 14-15 Mandela Street, London NW1 0DU

Website: [www.changingfaces.org.uk](http://www.changingfaces.org.uk)

### **Trustees**

The following Trustees served between 1st April 2021 and 31 March 2022

David Clayton (Chairman) \*\* \*\*\*

Mark Landon (Company Secretary and Deputy Chairman, resigned October 2021) \*\*\*

Elissa Holme \* \*\* (Hon Treasurer)

Susan Harrison \* \*\*\* (Chair of the Audit and Risk Committee, Deputy Chair from October 2021)

Bridget Gardiner \*\* \*\*\* (Company Secretary from October 2021)

John Ashcroft (Appointed in July 2021)

Tiwonge Chipeta (Appointed in July 2021)

Monica Gizzi \* (Appointed in July 2021)

Helen Gravestock

Emma Howard

Victoria Hunt

Farhana Kapasi \*\*\*

Nicholas Lee

Andrew Thompson

### **Members of Board Committees:**

\* Audit and Risk Committee

\*\* Finance Committee

\*\*\* Nominations Committee

### **Patrons**

Sir Christopher Benson

Rory Bremner

Michelle Dockery

Lord Fellowes of West Stafford

Jan Ravens

Fiona Squire

Benjamin Zephaniah

### **Solicitors**

Stone King LLP, Boundary House, 91 Charterhouse Street, London EC1M 6HR

### **Auditor**

Haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG

### **Bankers**

Lloyds Bank plc, Law Courts, PO Box 1000, BX1 1LT

**CHANGING FACES**

England & Wales - Charity number 1011222

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# Accounts

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**CHANGING FACES**

**A Registered Charity  
A Company Limited by Guarantee**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED**

**31st MARCH 2021**

Haysmacintyre LLP  
Chartered Accountants  
Registered Auditors  
London

Registered Charity number: 1011222  
Company Registration Number: 02710440  
Charity registered in Scotland: SC039725

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

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I would like to begin my report by reflecting on the contribution to our charity of our founder and CEO for over 25 years, James Partridge. James set the strategy, the philosophy, the ambition, and the ethics of Changing Faces when he founded the charity in 1992. Most importantly, he set out the challenge of tackling discrimination against people who have a scar, mark or condition that makes them look different. We continue to campaign and fight for a society in which every person with a visible difference is treated fairly and with respect. James's sudden passing in August last year served to remind us of our responsibilities to his vision. Hopefully this report will demonstrate how we are carrying on the work James began. He was a truly inspirational leader, and he will be sadly missed by all of us.

Changing Faces has shown great resilience and adaptability in the face of the very significant challenges posed by the COVID-19 pandemic. I am enormously proud of what has been achieved this year and the way the team have responded at a time of unprecedented uncertainty and change in our day-to-day lives.

2020/21 was to be the last of an ambitious three-year strategy for our charity, looking to focus on anchoring the significant transformation of our service and campaigning work, and investing further in our fundraising and digital capacity so that we could continue to grow our reach and impact in our next strategic plan.

Of course, like so many charities, our original plan for the year significantly altered as we adapted to both the operational and financial impacts of the pandemic. Our team was quick to respond to changing circumstances. As a result of prudent planning, we entered the pandemic in a relatively strong financial position. However, with so much uncertainty, the Board of Trustees decided that our modus operandi would be to focus our resources fully on those activities delivering the greatest impact for our community during this crisis, whilst trying to emerge from it with the capacity to invest for expansion once we were operating in a more stable environment. Whilst that required our team to make some very difficult decisions, as I write, it appears that our objective has been achieved.

During the early weeks of the pandemic, the Board decided to form a COVID sub-committee to ensure that the executive team had a speedy and responsive mechanism to access support and advice from the Board. At the same time, this sub-committee was able to ensure that good governance practices were maintained. Whilst I do not normally choose to single out Trustees, I am particularly grateful to Susan Harrison, Bridget Gardiner, Nicola Sawford, and Elissa Holme, who all made a significant commitment to the charity in serving on that committee.

In March, we suspended our Skin Camouflage and Schools' services in line with Government and NHS advice. Both services sadly remained closed throughout the year, although with the hard work and commitment of these teams we are now getting these going again. Meanwhile, our Wellbeing Team acted quickly to adapt our critical specialist services to digital delivery, including moving our face-to-face counselling sessions for young people, parents, and adults online. We also offered support via our Support & Information Line, online support forum, factsheets, online CBT programme and Peer Support programme. Last year, we were proud to support around 18,000 people with visible differences across the UK. Those we supported talk about the relief and dignity of finally being taken seriously and listened to, and the new confidence from having the skills to cope and thrive.

Throughout the year we listened carefully to the needs of our community and published an excellent new series of factsheets and podcasts responding directly to COVID-related needs. Our communications team worked hard to ensure that the unique experiences and voices of people with visible differences were heard during the pandemic. This involved working closely with our campaigners and ambassadors so that their thoughts on key issues such as lockdown easing, the

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

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challenges of video calls and wearing masks/face coverings were talked about in the media and heard by key policy makers. The voices of those we support led the way in interviews with the Financial Times, BBC Breakfast, BBC Radio Four's Today programme and many more. Critically, we continued our strategic focus on digital transformation and data – and were delighted to launch our new website and highly effective donations platform during the year. We also began important work on a new impact framework.

We have remained absolutely focussed on financial sustainability and resilience. We introduced vital cost controls and sadly also said goodbye to some valued colleagues in areas where services had been directly affected by the pandemic, during a restructure in autumn 2020.

Despite expecting a significant deficit this year, we are delighted to have delivered a surplus at year end, thanks to the excellent efforts of our fundraising team, a very careful cost control programme and the receipt of three exceptional legacies, for which we are enormously grateful. These legacies have made a major difference to our position going into 2021/22. They will be invested to help us continue to respond to the evolving, growing needs of our community, and in rebuilding and strengthening our key services and infrastructure post-pandemic during the year ahead.

Given the exceptional circumstances of last year, we took the decision to extend our current strategic plan – to allow us more time to complete our intended programme of work and undertake our next strategic review to plan for the future. Therefore, our programme for the year ahead prioritises rebuilding our skin camouflage service, launching a greatly enhanced offer for children and young people, and expanding our adult wellbeing offer.

In this context, our CEO Becky Hewitt took the decision to step down in the Spring of 2021 – so that a new CEO could lead the process of planning for our future and take Changing Faces forward into its next phase. I would like to take the opportunity to thank Becky for her excellent work during this period of significant change and transformation and to welcome our new CEO Heather Blake. I am also delighted that Becky was awarded an OBE in the 2021 Queen's Birthday Honours list for her work with Changing Faces.

The injustices and mental health challenges faced by people with visible differences remain acute. People with visible differences also face new and growing difficulties because of the pandemic. Our ambition to secure change means that despite this extraordinary year, our small charity has had to dig deep to deliver huge impact for our community, whilst maintaining secure financial foundations.

As a Board of Trustees, we know that the combined effort of our loyal friends, volunteers, campaigners, and supporters is essential for us to achieve our goals. On behalf of the Board of Trustees, I would like to thank every one of the people who selflessly and generously gave their time, money and voices this year.

I would also like to thank three long serving Trustees who stepped down from our Board during the year. Chris Walker, Tony Cline and Nicola Sawford have all made a significant contribution to the charity, in quite different ways. They will all be missed. In addition, we were very sad to learn of Richard Morris's untimely and sudden passing during 2020. As a long-term supporter and, recently, a Trustee he will be sorely missed.

I am delighted to welcome three new Trustees to our Board. I am sure Tiwonge Chipeta, Monica Gizzi and John Ashcroft will all make significant contributions to Changing Faces in their new roles.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

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Our work has been greatly strengthened and amplified by the partnership and friendship of our community and sector – including the Appearance Collective, Face Equality International and many other academic, research and campaigning partners. It is a great pleasure to work alongside you. I would also like to thank my fellow Trustees who have contributed so much this year – and whose skills and judgement are so important to the charity achieving its goals.

Finally, I would like to thank again the leadership and staff team at Changing Faces, past and present, for their tenacity, imagination, creativity, and hard work in ensuring that the charity continues its essential work. I know there have been moments of extreme pressure, difficulty, and uncertainty over the past year, but I also know that we have the ambition, dedication, and talent to achieve our long-term goals.



**David Clayton**

**Chair of the Board of Trustees**

**22 July 2021**

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

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# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

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### Objectives and Activities

Changing Faces is the UK's leading charity for people in the UK with a visible difference: a scar, mark or condition that makes them look different.

We provide unique and life-changing wellbeing, counselling support, skin camouflage and education services. We also campaign to challenge attitudes, prejudice and discrimination so that people with visible differences can lead the lives they choose.

### Why our work is needed

***"I still remember those days when I couldn't go out of my front door because of how I felt about myself and the fear of the comments and abuse I would get. My worry is that for many, like myself, who have built a life and have become resilient that this period of isolation will lead us to regress so that at the end of all this we will have lost the confidence to go back out and regain our lives."*** Brenda, who has alopecia and is a Changing Faces Ambassador

The Coronavirus pandemic has been an unprecedented period of stress, anxiety and isolation for everyone, and people with visible differences have been amongst those hardest hit.

Looking different in a world where there is such pressure to look a certain way already presents huge challenges. People with visible differences are vulnerable to isolation, loneliness, social anxiety, and low self-esteem. They face staring, harassment, bullying and hate crime. They experience lowered expectations in school, problems getting work and stereotyping in the media. They are severely under-represented in public life and decision-making.

Among adults:

- One in three people say that they feel depressed, sad, or anxious as a result of having a visible difference
- 60% of people have experienced hostile behaviour from strangers
- Almost a quarter say they feel self-conscious or embarrassed going out in public as a result of their visible difference
- A third say that their employers have not been effective in preventing discrimination against them in the workplace.

Among children and young people:

- Less than a third of children say they would be friends with a child with a visible difference
- Almost half of young people who have a visible difference are bullied at school
- Half of young people say they have witnessed negative behaviour towards a person with a visible difference – like staring, pointing, or saying something nasty to them, or taking a photo of them.

***"I'm scared of how people will treat me after lockdown because my psoriasis is visible. I worry about the stares, the comments, and how people may fear that I will infect them. In this 'new normal' I will have to come to terms with my visible difference all over again."*** Jude, who has psoriasis and is a Changing Faces campaigner

People with visible differences have also faced additional challenges due to the pandemic. Many have already self-isolated previously due to bullying and abuse they receive because of their visible difference. They tell us that they are stressed and anxious about going back out in public and

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returning to school, university or work - alongside coping with pandemic-related challenges like wearing facemasks, dealing with video calls, and other health issues which make them vulnerable.

***“When I think about going back outside after lockdown, I have a lot of anxiety about my skin and appearance as I know the questions I hate to answer will be still there when I meet new people.”*** Amba, who has birthmarks on her face and body, and is a Changing Faces campaigner

Our research and contact with other appearance charities shows that many of our community who have not previously needed targeted mental health support are more likely to do so in the future because of the pandemic. Over 40% of people with visible differences tell us their mental health has got worse since March; nearly half (43%) would like support for their mental health and wellbeing, and the same number would like support online. We will need to continue to respond to meet the evolving needs of our visible difference community during and beyond the COVID-19 crisis.

### **How does Changing Faces help?**

People with visible differences tell us about the transformational impact our work can have. Our Wellbeing and Skin Camouflage services build confidence and resilience – giving people with visible differences tools to manage their feelings, cope in different social settings, handle other people’s reactions or deal with transitions such as starting school. Our campaigns, education and learning programmes drive change so that the ambitions of people with visible difference are not limited by attitudes, behaviours or systems and they can lead the lives they choose.

Our strategy is about building a future where everyone with a visible difference has the confidence, support, and opportunity to lead the lives they want. It will see us stand alongside people with visible differences to challenge discrimination, remove barriers to success and campaign for a world that truly values and respects people who look different.

We know there are thousands more people who need our help. We won’t stop until everyone with a visible difference has the confidence, support and opportunity to live the lives they want.

Our strategy has seen us deliver our charitable purpose through four strategic themes:

#### **The leading provider of service innovation for those with a visible difference**

We will innovate, evaluate impact, and demonstrate excellence in our services – based on an in-depth understanding of our service users’ needs. We will increase the reach of services through effective use of digital. And we will use our evidence and expertise to inspire and influence best practice in psychosocial support for those with a visible difference.

#### **Championing the voice of those with a visible difference**

We are determined to empower people affected by visible difference to tell their stories and be heard. We will raise awareness of the reality of living with visible difference, change attitudes and challenge prejudice. We will be an expert on the issues affecting people with visible differences and use our evidence to secure positive social change.

#### **Achieving long term financial sustainability**

We will manage our finances responsibly and ensure there is greater predictability and sustained growth in our funding whilst minimizing risk by developing a more balanced portfolio of funding sources.

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### **A highly efficient and effective organization**

We will build a values-focused culture of learning, accountability and high-performance. We will have a transparent and effective governance structure and build a working environment that encourages learning and innovation. We will prioritize and evaluate what is critical to our success and report regularly and transparently our performance. We will build our digital vision, skills, culture, and capability.

### **Strategic Objectives**

#### **The leading provider of service innovation for those with a visible difference**

In 2020/21 the delivery of our services was disrupted by the COVID-19 pandemic. We were unable to deliver face to face consultations during the year. Within the pandemic restrictions, we continued to implement our service delivery strategies, developing where possible digital alternatives to face to face delivery.

#### **Wellbeing Service**

We urgently focused on adapting and expanding our wellbeing advice and support available for people with visible differences by telephone and online. We quickly moved our existing face to face counselling to run via Zoom or telephone, as well as expanding our services and support available online - including launching a new Peer Chat service, online workshops for children and parents, and expert online self-help resources. We have remained open for new referrals during the year and no client has been turned away for support.

We are truly proud to have been able to directly meet our clients' needs during this difficult time, whether adults, children, young people or parents.

#### **Online resources**

We have seen a huge surge in use of our online support, with 16,056 unique views of our advice and support pages since March 2020. Our consultation with people with visible differences shows access to online resources and services is increasingly important to them, as face-to-face support and travel remain complex.

We worked quickly to create new self-help resources to help our community cope with the unique challenges presented by the pandemic. In May 2020 we established a dedicated COVID-19 self-support hub on our website, publishing 11 new Coronavirus-related factsheets on issues such as making video calls, wearing face coverings, anxieties about being in lockdown, returning to school, work and travel. We continue to regularly review this content for relevance, as the COVID-19 situation changes, and update these accordingly.

***“This article is so true! I grew up with a large facial capillary haemangioma and I got used to people looking at me in horror or with sadness. I became so ashamed of how I was, and it has taken a long time to feel good about myself. Thank you for these wonderful guides, they help me feel understood and connected to others.”*** Self-help materials user

#### **Support and Information Line**

Our Support and Information Line supported 663 clients through email and telephone calls.

Over a quarter of calls were support calls, requiring immediate emotional and practical assistance from our Support and Information Line Practitioners. During the summer, we saw an increasing

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severity of need from callers, leading to an increase in clients being referred to our counselling service. 98% of callers who gave feedback rated us highly in helping with their appearance related concerns and meeting their needs.

As our community increasingly look to online services and channels because of the pandemic, next year we plan to pilot a new format of delivering our Support and Information Line through a webchat service – the first of its kind for the visible difference community. This would complement our existing Support and Information Line delivered by phone and email during working hours.

***“It was lovely speaking to you today. THANK YOU SO MUCH. YOU’RE AMAZING. And you’ve helped me to understand how I can support [my daughter] better. I’m glad [my daughter] has Changing Faces (you and your team) in her life.”*** Support and Information Line caller

### **Online forum**

Our Online Community Forum, provided through HealthUnlocked, also reached over 2,100 members this year, with an average of 57 new members joining every month.

***“This forum is a blessing. Please keep up the good work. Giving people a platform to talk and connect is huge, very huge.”*** Online forum member

### **Counselling services for children, young people and adults**

Having adapted swiftly to remote delivery due to the pandemic, our Wellbeing Practitioners continued their vital work supporting people with visible differences, whilst working from their homes, delivering counselling sessions by Zoom, and introducing enhanced safeguarding and privacy checks and producers to cover digital and remote working. There was no interruption in our service at all.

Across the year we supported 176 children, young people and adults, alongside their families. 91% clients reported a significant improvement in their self-identified goals.

***“I was in a very dark place at the beginning of my sessions, and sadly I could not picture my little girls much older than they currently were (my future). I’m now no longer hiding/concealing. I feel I’m becoming comfortable with who I really am, and with my appearance. I’m a changed person. But, most importantly, I can picture my daughters older, and imagine my life in years to come with my wife.”*** 1-1 adult client

We were delighted to launch our first weekly online Peer Group Chat in May 2020, running four cohorts across the year. The eight-week programme was delivered to 33 clients (and the final group finished in April with 7 people). This equates to 195 individual sessions delivered to clients, plus the 35 assessments carried out.

***“I enjoyed the session. Emotional at times because sometimes you have hidden these thoughts and opinions for such a long time. To meet like-minded people who understand is like a breath of fresh air.”*** Peer group participant

### **Support for children and young people**

We created targeted COVID-19 online support for young people including self-help factsheets on returning to school and guided meditation sessions.

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***"It has been a very difficult time throughout the lockdown, but the counselling sessions are making [my daughter] more happier and settled in these difficult times. We have been given great strategies and tasks to help [my daughter]. She now feels that she is not alone."***  
— Parent of a child with eczema

With the exception of our 'Skin Confidence Workshop' in early March, our planned programme of face-to-face group workshops for children paused, but our team quickly saw the opportunity to trial an online workshop format at a time when children most needed our support. We introduced four evening online workshops for children aged 13-18, covering topics such as reducing anxiety about returning to education and connecting with others. For younger children, we introduced online 'play along' sessions and teddy bear picnics. We also delivered two workshops for parents.

***"I enjoyed hearing from other parents and connecting with them."*** Parent workshop attendee

Recognising that parents were finding themselves juggling working from home with looking after and entertaining their children, we pulled together some of our favourite activities into a Butterfly Challenge Pack to help keep kids busy and engaged. Downloaded over 12,000 times, it has also been shared with 200 schools across England and Wales.

Thanks to the Garfield Weston Foundation, we also began work to expand our children and young people from a regional service to becoming the UK's first ever national wellbeing service for children and young people with visible differences.

We devised a new clinical framework for our children and young people's service. This includes the latest innovations and learning in psychosocial care, including mindfulness, acceptance and commitment therapy (ACT) and attachment therapy, and is informed by in-depth user experience interviews with 20 parents and young people. Our national wellbeing service for children and young people is planned for launch in autumn 2021.

### **Skin Camouflage Service**

During the year, the Skin Camouflage service was suspended due to COVID-19. Whilst we were unable to deliver face to face consultations, we worked hard to provide alternative support:

- Thanks to the generosity of our corporate partner Avon, we created four advice videos on makeup application for our website. There have already been 1,948 views of this page.
- We developed online skin camouflage sessions, one-to-one sessions between practitioners and clients which are designed to bridge the gap between referral and appointment and provide support to clients while they wait for a face-to-face appointment.

We re-opened COVID-secure face to face skin camouflage appointments in June 2021, when government restrictions allowed us to.

### **Education and Learning**

Our schools project, *A World of Difference*, in partnership with University College London, the Institute of Education and funded by the VTCT Foundation, moved into the final phase of development. This phase focused on teacher training resources and included several innovative elements including an animation on unconscious bias. In addition, children, young people, parents, and teachers all contributed to a series of short videos explaining the impact of visible difference on

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their lives and how schools can support them in their education and wellbeing. The resources will be launched in May with a major campaign for September when schools are in a better position to fully engage with the resources.

Early research is underway in Scotland to support the development of a Youth Group programme funded by the National Lottery and the Robertson Trust. Workshops and focus groups have taken place with the Youth Action Group and youth group leaders - this is described more fully in the Scotland section.

The provision of workplace training was suspended in March due to furlough and businesses focusing on the consequences of the pandemic. However, since the beginning of 2021 there has been renewed interest in workplace training and discussion are underway with several partners including training for Avon and the Welsh Government.

As with the workplace the healthcare sector was put on hold as training opportunities were limited due to the pandemic. Alongside work on the clinical model there is the opportunity to develop training based on its outcomes for non-specialist healthcare professionals. This will be the focus of work for 2021-22.

### **Policy and Consultations**

We continued to monitor opportunities for Changing Faces to influence the policy and legislative framework for the lives and rights of people with visible difference.

In 2020/21, we have:

- Written a submission and given media support for the APPG on Skin Mental Health and Skin Disease Report.
- Written a submission to the Women & Equalities Select Committee Inquiry into Body Image. Following written submission, our campaigner Tatyana gave oral evidence to the Select Committee as part of a panel of three young adults with lived experience. Our Deputy Chief Executive, Catherine Deakin, joined an expert panel to give oral evidence, which we supplemented with further written evidence. Changing Faces and our research were subsequently referenced throughout the final inquiry report and recommendations to Government.
- Given a presentation to the APPG on Beauty, Aesthetics and Wellbeing to introduce Changing Faces and the Pledge To Be Seen campaign. This resulted in support for the campaign from the APPG. The co-chair, Carolyn Harris MP, raised the campaign and the work of Changing Faces to the Leader of the House of Commons, asking for his support. Work is now on-going to progress our ask for Government communications to better represent people with visible differences in their public information campaigns.
- Written a response to the Law Commission consultation on the review of Hate Crime legislation.
- Written a response to the Law Commission consultation on Harmful Communications Offences.
- Written a response to The Committees of Advertising Practice (CAP and BCAP) consultation on the placement and scheduling of ads for cosmetic interventions.

### **Scotland**

#### **Psychosocial support for children, adults & families**

By summer 2021, we will introduce Scotland-wide wellbeing services for children and young people - the only service of its kind in the country.

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We are an active member of a government funded visible difference collaboration 'Connecting Communities' scoping joint opportunities to deliver services. Members include CLAPA, Microtia, Headlines and MACs. A service proposal will be trialled in 2021.

### **Youth Action Group and Youth Work**

With school closures and lots of uncertainty, we have worked hard to ensure we can support as many children and young people in Scotland as possible. Our Wellbeing team published extra guidance for children and their parents, including advice to help support young people with a visible difference who were transitioning schools. These had 5,200 views on our website.

We are hugely grateful to every young person who took part in our Scotland Youth Action Group, a group of young people, most of whom had a visible difference, who campaigned and educated through workshops in schools and through the media for Face Equality. Our Youth Action Group have paved the way for our work with young people - how we empower young people with visible differences both to support each other and to promote understanding of, and respect for, visible difference amongst our wider population. Learnings from this Scottish programme will form the foundation of future work to support young people with visible differences across the whole of the UK.

Given the ongoing challenges of face-to-face delivery, we have also carefully reviewed how we can deliver our workshops to children across Scotland. Our face-to-face youth-focused workshops, previously delivered in person by our Youth Engagement Officer, will be moved to being delivered online. Information and content previously delivered through #FaceEquality workshops will be made available through new online young people and teacher resources on visible difference. We will start actively promoting these to over 100 schools in Scotland from May next year. We are also developing new online resources for youth groups and their leaders. We have formed an alliance with the National Youth Agency 'Youthlink' to support the creation and distribution of these resources.

### **Skin Camouflage and Service referrals**

The Skin Camouflage service in Scotland was paused during the year, and we plan to re-start in June 2021 as restrictions are lifted.

### **Policy and Consultations**

In 2020/21, we have:

- extended reach working with partners such as IAMME and Police Scotland to be part of the 'Keep Safe Scotland' campaign which resulted in our information and support being included in a booklet shared with 850 Scottish organisations, including libraries, police stations, local business and MSP offices.
- extended our work with Police Scotland and have started discussions on how to support training on Equality and Diversity.
- Become a member of the Scottish Association against Prejudice and Hate Crime Cluster working with Government, local authority and Police with a focus on Hate Crime – this group fed into the recent Hate Crime Bill and continues work to look at third party reporting.

### **Championing the voice of people with a visible difference**

#### **Face Equality Week**

This year, our plans to celebrate Face Equality Week pivoted to respond to the needs of our community as the impact of the COVID-19 pandemic and lockdown became apparent. Our

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campaigners worked with us to create a film *See Me. Hear Me*. This documented the unique experiences of people with visible differences and reflected what we were hearing about people's concerns regarding their mental health and wellbeing.

We also launched our new podcast series 'Voices of Visible Difference' with ambassador, Adam Pearson and campaigner, Rory McGuire, reflecting on the impact of lockdown. The video and podcast featured across our social media channels and was well-received achieving a reach of over 354,000.

We knew that securing press would be harder this year and the team focused on high profile media slots highlighting the impact of the pandemic and the experiences of our community. Altogether, there were over 30 media pieces relating to Face Equality Week with a reach of over 4million, including key pieces in Scottish press, UK wide media and local radio coverage.

As part of the week, we worked closely with the Appearance Collective and appearance-related charities and professional bodies. Around 30 charities, professional bodies and companies such as Ofcom, IBM and the National Lottery promoted the week and our campaign video and helped share that our support and information services were open and available to give support.

Our social media work promoted our two supporter packs to support people to feel involved, despite the challenges of lockdown. Our Butterfly Challenge Pack proved to be one of our most popular resources during 2020, with over 12,000 views.

### **Response to the COVID-19 pandemic**

Throughout 2020 we sought to ensure that the unique experiences of those with visible differences were heard during the pandemic. At key points we worked with campaigners and ambassadors so that their thoughts on key issues like lockdown easing and the challenges of video calls and wearing masks and face coverings were heard. These personal stories reflected the findings in our community survey that we used to inform the content of the COVID-19 resources hub. Campaigners and ambassadors gave high profile interviews on BBC Breakfast, BBC Radio Scotland, BBC Radio 5 Live and the flagship BBC Radio 4 Today Programme as well as sharing their stories in print and online pieces.

### **You're Not Alone, Men's campaign**

In September we released our new research about visible differences and men, with the aim to help raise awareness amongst men in the visible difference community that there are services and support available to them. We focused this campaign on social media and shared the real-life stories of male campaigners and ambassadors. For many of the campaigners this was the first time they had shared their experiences publicly and they received a positive response online, generating conversations across social media. We released another episode of the Voices of Visible Difference podcast and spoke out in the media.

### **Anti-Bullying Week**

The Youth Action Group ("YAG") campaigners and ambassadors joined forces to take part in the UK wide Anti-Bullying Week campaign. Campaigners and YAG members shared their stories across the media, calling for an end to appearance-related hate. The campaigners and YAG shared an open letter across Changing Faces' social media channels, along with real stories and a short film featuring YAG member David. Several members of both the YAG and campaigners group spoke to journalists and shared their stories with the media for the first time. Ambassador Nikki guest presented the latest edition of our Voices of Visible Difference podcast, discussing experiences of

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bullying with Scottish campaigner Jenny and YAG member Hannah. The campaign generated positive engagement across our social media channels and support from the Anti-Bullying Alliance.

### **Pledge to be Seen**

Despite challenging times for many businesses, our Pledge To Be Seen campaign calling on companies and brands to represent and support more people with a visible difference continued to gain momentum.

We are hugely grateful to our partner Avon for their incredible support over the past year. Avon continued to feature Changing Faces ambassadors in their advertising campaigns, social media and brochures – reaching millions across the UK every week. Avon also launched several products in support of the charity, chosen carefully with a focus group of Changing Faces ambassadors. Our Herstory fragrance collaboration saw five Changing Faces ambassadors tell their own stories in a powerful campaign. Avon also responded quickly to COVID-19 by launching a reusable mask product in support of Changing Faces and other charity partners.

Committed to making beauty accessible for everyone, Avon and Changing Faces have also begun work to introduce inclusivity training for all Avon Representatives and staff, giving them the confidence to deliver excellent service to all clients. The training will combine expertise from Avon makeup artists, Changing Faces wellbeing practitioners as well as lived experience of people with a visible difference and their interactions with the beauty industry.

We were also thrilled to launch a new partnership with global cosmetics brand Sleek MakeUP. Sleek will be featuring Changing Faces campaigners, in their upcoming social media campaigns. We hope to use the collaboration to reach more people with visible differences, making sure more people know about and can access our resources and support services.

**Tatyana was one of three campaigners involved in the Pledge To Be Seen partnership with Sleek MakeUP, following the photoshoot she said: “There’s going to be a little girl or boy who sees us and knows they are represented too, that they count.” Campaigner Prisha said of the experience: “It was absolutely a dream come true. I feel like the luckiest person in the world. I would do this day again in a heartbeat!”**

### **Campaigners Programme**

Our Campaigners Programme offers expert campaigning training and support for people with visible differences across the UK; giving them a platform to use their voices and seek change at the highest levels.

The start of the UK-wide lockdown coincided with the recruitment of our second cohort of 15 campaigners, meaning that all of our face-to-face training days have had to be cancelled and moved online. This is a challenge; trying to build a group dynamic, get to know each other and encourage people to feel comfortable sharing personal experiences, stories and opinions on video calls is not an easy task. Despite this, we have run a series of training sessions, with in-house and external expert speakers, including safeguarding, how to film for social media, media training, public speaking on Zoom, how to influence your MP and storytelling.

As noted above, campaigners have been at the heart of our external PR work, sharing their experiences across social media, in campaign media moments, and in formal consultation responses and Government inquiries. They’ve helped shape our response and resources developed to support people during the COVID-19 pandemic and have been a supportive group for each other during a very difficult year for so many of us.

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We are incredibly grateful to all our amazing friends and supporters for the flexibility and generous support they have given us during this time.

### Our year in numbers

Our 2020/21 Target	Our 2020/21 Result
To provide effective, evidence-based Wellbeing services directly to 1,090 people with visible difference	1,352 people provided with support, information, and advice, 1:1 counselling and peer support
To provide effective, evidence-based digital Wellbeing advice and support, with 15,000 people accessing our advice and support website page and 300 new members of our online forum	16,056 unique page views of our advice and support website page and 682 new forum members
To deliver 2,600 Skin Camouflage appointments in England and Scotland	10 appointments delivered*  *Service closed during 2020-21. Appointments were delivered as part of pilot activity to develop COVID-secure appointments
85% of Changing Faces' Practitioner clients improved against self-defined outcomes	91% of clients improved against self-defined outcomes
To secure 110 positive, on-message, national and regional, press and media articles	184 national and regional press and media articles secured
To build engagement with our community on social media, with an average 5% engagement across all Social Media channels throughout the year.	5.78% average engagement across all channels
Generate and share 45 new stories from people with visible differences	42 stories shared from people with visible differences

### Achieving long term financial sustainability

#### **Delivering against budget**

In 2020/21, Changing Faces, like many other charities, faced a significant financial and operational impact from the pandemic, with the expectation of falling income and the closure of services. We immediately took steps to reduce costs to allow the charity to survive a very difficult year.

We were fortunate that we succeeded in attracting emergency funding specifically released to allow charities to get through the pandemic. We are grateful to all our funders for their very generous support.

We were also privileged in receiving three extraordinary legacies during the year, and as a result, we were able to report a surplus of £578,000 at March 2021. We are very grateful to those who generously remembered Changing Faces in this way.

During the year, our service delivery activities were hard hit by the pandemic, particularly our Skin Camouflage services. We have dedicated a large proportion of the surplus arising from the exceptional legacy income as an investment budget to:

- Rebuild skin camouflage after a year of closure, and develop wellbeing services due to high demand

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- Expand our fundraising team, to provide a solid platform for long term growth
- Invest in digital development, service promotion and marketing, and data and impact to ensure that our services are delivered efficiently and responsive to our community's need.

At 31 March 2021, our free reserves were 7.8 months of core costs. Our policy is to keep six months of costs as reserves, and the small additional sum will be a cushion to help us to operate in continuing volatile economic and social conditions.

### **Delivering sustained income growth year on year**

In 2020/21, we reported income from ongoing activities that was 4% higher than in 2019/20, ignoring legacies, and 40% higher than in 2019/20 including legacies. We are incredibly grateful to all our amazing friends and supporters for the flexibility and generous support they have given us during this time.

### **Diversifying income sources**

We are committed to developing and securing sustainable income to help us realise our ambitions. In 2020/21 we continued to diversify our income streams and balance the risk inherent to each income stream. As such we undertook fundraising activities via individual fundraising, community fundraising, trusts and major gifts and corporate partnerships.

Despite the pandemic, our fundraising plan has made good progress in terms of securing positive growth across all of these income streams. Like many charities, our fundraising activities were disrupted in March 2020 by COVID-19, and we moved swiftly to adapt and respond to the needs of our donors.

### **A highly efficient and effective organization**

#### **Digital**

In line with our strategic commitment to digital, and despite the impact of the COVID-19 pandemic which understandably shifted some timelines, in the last year we have made a significant step forward in our digital transformation. This includes launching a new website, developing an improved understanding of our audiences, delivering major infrastructure changes and new digital services, and improving our CRM and reporting capabilities.

On 23 March 2021 we went live with our new website. We are confident that the new website will prove easier to use and provide a better experience. We have had some great feedback including from our campaigners and ambassadors:

- Natalie: "I love the new website. I had a brief look around and love the branding and content. I will go back and read, but at first it looks great – such a nice refresh!"
- Tulse: "Love the new website, it looks amazing and easy to navigate."

Now that the initial launch is behind us, we can concentrate on making continuous improvements to the site. The improved digital and technical capability offered by our new site will also be critical to our ambitions for growing our impact and reach in the years ahead.

#### **Safeguarding**

We reviewed and adapted our safeguarding policies and procedures around working from home and delivering services remotely during the pandemic. The Safeguarding Team held regular meetings, with a combination of reflective practice, practical discussion and monitoring the safeguarding log and DBS/PVG checks.

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All staff completed or recompleted the Level 1 Safeguarding Training in the first quarter of the year.

In May and June, the Wellbeing Team saw a small rise in safeguarding concerns in the form of suicidal thoughts being expressed, predominantly on the online community forum and the Support and Information Line. These were handled and logged effectively by the safeguarding team. We had one serious incident reported to the local safeguarding team in November 2020 and 13 safeguarding concerns were logged across the year.

The annual Safeguarding Policies and Procedures updates were completed in April 2021.

### **Measuring impact**

We have continued to strengthen our approach to evaluation and measurement across the charity. We are working with external advisers to build an approach with a clearer focus on the impact we are making in the wellbeing of our service users and in our wider work. This will help inform our strategic priorities in the future as well as giving us a more robust understanding of the difference we are making now.

### **London Head Office**

During the year, Changing Faces made plans to leave the offices in London from where it had operated for 15 years, as the lease came to an end. The COVID-19 pandemic and the subsequent lockdown interrupted our plans, so in May 2020 we left our London offices to embark on a period of homeworking and a virtual office. Staff have shown great resilience in adapting to these changes. In 2021 we plan to reassess the options available to us for a London office.

### **Our commitment to equality, diversity and inclusion**

As a charity whose mission and vision are to build a fairer and more equal society for everyone, it is vital that we look to address the impact of racial discrimination and inequalities both within Changing Faces and within the community we serve. In relation to race and other areas of inequality, we will strive to become more inclusive and diverse in everything we do, for our visible difference community, clients and supporters and for our team.

In March 2020 we established a diversity project group and began work with an EDI (Equality Diversity and Inclusion) consultant to facilitate and support this work.

### **Looking ahead and the impact of COVID-19**

We will start our next three-year strategic planning process during 2021/22 as we look towards moving out of COVID-19 restrictions and lockdowns later in the year.

In the meantime, in line with our approach in the previous year, we have divided our 2021/22 plan into three elements:

- 1. Cross Organisational Development Priorities:** significant pieces of change / development work that will progress us strategically and are likely to require input, innovation and resource across the charity.
- 2. Operational interdependencies:** three essential underlying drivers – digital transformation, data, and marketing – that are critical across the strategy
- 3. Business as usual:** Core ongoing activity under each strategic theme

Strategically, our three foremost priorities this year will be:

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1. Rebuilding and re-opening our vital **Skin Camouflage** service – which will sadly have been suspended for a year by March.
2. Building the quality, reach and scale of our **1-2-1 Adult Wellbeing Service**
3. Developing a high-quality and integrated offer to **Children and Young People** – which will include the launch of our new C&YP Wellbeing Service and the formal launch of schools' resources.

The impact of COVID-19 has been widely felt in our sector and is likely to continue to affect our activity in 2021/22 and in future years. We are fortunate to have succeeded in building reserves which will allow us to invest in developing our services in 2021/22, and to build a strong corporate structure for future growth.

We will continue to develop our digital capabilities to build resilience into our service delivery, to provide alternative ways of accessing our services, and to widen our reach and impact.

### Fundraising Statement

Changing Faces is committed to the pursuit of its charitable aims to the benefit of all people living with visible difference. We fundraise so that we can provide services that deliver our charitable objectives and work for Face Equality for all people across the UK.

We have regard to the guidance provided by the Fundraising Regulator, and we actively support the Code of Fundraising Practice. We promise to be open, honest, clear, respectful, fair, reasonable, and accountable.

All Changing Faces staff and volunteers, including the Board of Trustees, have a responsibility to be aware and have a thorough understanding of fundraising best practice.

Changing Faces respects the rights of its supporters to clear, truthful information about our work, how donations and other income are spent, and how we manage donors' information responsibly. The individuals that we mail are our supporters with whom we already have a relationship, and who have given their consent to be contacted by us. We never buy in any data lists for fundraising, and we do not sell or share supporter details with any other individuals or organisations.

We do not employ professional fundraising agencies with regard to any aspects of our fundraising activities. All of our activities are planned and delivered in house by our small fundraising team, who build relationships with our supporters.

Our policies and procedures are compliant with best practice as set out by the Institute of Fundraising, with the best interests of the charity's donors and the vulnerable paramount. We never pressure anyone to make a donation and take particular care to avoid asking vulnerable people for donations.

We will not solicit or accept donations from companies or individuals who participate in activities which could cause detriment to the charity's reputation or work.

The charity received no complaints regarding its fundraising activities in the last twelve months.

Complaints are taken very seriously and will be investigated, with disciplinary action being taken where appropriate. If a complaint is deemed serious enough it may result in the removal of a fundraiser from a campaign and/ or the termination of a campaign.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

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Our warmest thanks go to everyone who has supported Changing Faces this year. We are ever so grateful to the individuals who have run, cycled, baked, and so much more in support of our work. We are also thankful to those who have supported us in other ways: by nominating Changing Faces, sharing our campaigns, and voting for us.

We would like to thank NHS England for their ongoing support and advice during the year.

Corporate supporters and Trusts and Foundations have continued to support our work generously. In particular we would like to highlight the support of:

Addleshaw Goddard, Avon, BBC Children in Need, The Ellem Foundation, Fidelity UK Foundation, Garfield Weston Foundation, John Ellerman Foundation, The National Lottery Community Fund, Pegasus, PF Charitable Trust, Julia and Hans Rausing, Peter Sowerby Foundation, The Robertson Trust, the Scottish Power Foundation, St. James's Place Charitable Foundation, Thomas Cook Children's Charity, William Grant Foundation, and The VTCT Foundation.

### **Financial Review**

Activity in 2020/21 was dominated by the effects of the COVID-19 pandemic and the subsequent lockdowns. In March 2020, the Board of Trustees of Changing Faces committed to focussing on the long term financial health of the charity, to ensure that reserves did not fall to an unsustainably low level. The financial plan for 2020/21 was amended, and the management team drew up operating plans to allow the charity to survive the pandemic with financial reserves to support rebuilding once the crisis had passed.

2020/21 was the final year of a 3-year strategic plan; before the pandemic started, investments in staff and business restructures in the previous two years had been expected to result in significant growth in 2020/21. The original budget for 2020/21 reflected that expectation. The pandemic and the subsequent lockdowns changed our expectations, and the budget was revised downwards as we adopted a more cautious financial approach.

The actions that Changing Faces took to manage the effects of the pandemic included:

1. The lease on Changing Faces head office in London came to an end in May 2020 and the planned investment in a new office was postponed due to the uncertainties about the pandemic. All staff worked from home for the entire year.
2. In operations where economic activity was severely curtailed by the lockdowns, some staff were placed on furlough for specific periods.
3. Recruitment to vacant posts was delayed while the operating outlook was uncertain.
4. A staff team restructure was completed in October 2020 in response to changing needs, with 2 redundancies.

During the year Changing Faces was notified of three large legacies. As a result of these windfalls, Changing Faces has the financial resources to invest in growth from 2021/22.

During the year, Changing Faces generated significant vatable income from its partnerships with Avon and Sleek MakeUp and has registered for VAT with HMRC.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

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### 2020/21 summary

Income rose in 2020/21:

#### Income

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
<b>Gross income</b>		
Legacies	514	85
Donations and fundraising	1,396	1,290
Government furlough grants	138	-
Skin Camouflage and other charitable activities	8	181
Investments	<u>2</u>	<u>9</u>
<b>Gross income from operating activities</b>	<b><u>2,058</u></b>	<b><u>1,565</u></b>

Gross income from operations rose by 32% in 2020/21 compared to 2019/20. Excluding legacies, the increase was 4%.

Voluntary income, excluding legacies was 8% higher in 2020/21 compared to 2019/20. Trusts and grants income was up by 20%.

Grants were received from the government to cover the salary costs of staff who were put on furlough, as a result of the pandemic restricting operating activities, or due to staff caring responsibilities.

In 2019/20, charitable activities comprised principally the skin camouflage services provided by Changing Faces to clients in England and Scotland. These services are largely paid for by NHS bodies under a mix of SLAs, contracts, and as non-contracted activity (NCA). The skin camouflage service was closed for the entirety of 2020/21 as a result of the pandemic.

#### Expenditure

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Services and Innovation	759	964
Championing the Voice	327	339
Scotland Office	147	280
Costs of income generation	<u>247</u>	<u>311</u>
<b>Total</b>	<b><u>1,480</u></b>	<b><u>1,894</u></b>

Services and Innovation comprises the charity's work directly with people living with visible difference and includes one to one psychosocial and skin camouflage services, as well as digital services, digital resources, education, and training. Championing the voice comprises communications and campaigns. In 2019/20, Changing Faces invested over £119,000 in its digital capability, as part of a multi-year investment programme.

Total costs in 2020/21 were £414K lower than in 2019/20. This was due to cost savings in connection with a staff restructure (£196k), lower costs due to London office staff working virtually

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

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(£65k) and lower costs resulting from the skin camouflage service being closed for the year. In addition, costs were lower across most operating areas as the pandemic and the lockdowns limited activities.

### Result

Changing Faces reported a surplus of £578k at the operating level in 2020/21 compared to an operating deficit of £329k in 2019/20.

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Income	2,058	1,565
Costs	<u>1,480</u>	<u>1,894</u>
<b>Total reported surplus / (deficit)</b>	<b><u>578</u></b>	<b><u>(329)</u></b>

### Reserves

All charities are required to ensure that the amount they hold in reserves is appropriate for the charity's size and the nature of its activities. Changing Faces' policy is to hold free reserves calculated at six months of relevant unrestricted operational expenditure.

### Reserves

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Restricted reserves	322	362
Designated reserves for infrastructure	890	942
Designated reserves for rebuilding services	400	
Free reserves	<u>550</u>	<u>280</u>
Unrestricted reserves	<u>1,840</u>	<u>1,222</u>
<b>Total reserves</b>	<b><u>2,162</u></b>	<b><u>1,584</u></b>

### Restricted reserves

At 31 March 2021, restricted reserves totalled £322,279 (2020: £362,388). Restricted reserves are those funds which represent donations and grants received which are to be spent on a specific activity. These funds are ring-fenced, and costs are allocated against the funds by reference to the funders' expressed purposes.

### Unrestricted reserves

#### Designated reserves for infrastructure

At 31 March 2021 designated reserves for infrastructure totalled £890,191 (2020: £941,763). These designated reserves have been allocated by the trustees for infrastructure investment but have not yet been committed.

The Trustees have approved investment from the designated fund for Changing Faces' head office property needs. In May 2020, Changing Faces left its offices in University Street, London WC1E at

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

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the end of the lease. With the restrictions due to the pandemic potentially easing in 2021, Changing Faces plans to start to look for London office space from Summer 2021.

### **Designated reserves for operational growth**

At 31 March 2021, designated reserves for operational growth totalled £400,000. These reserves were designated by the Board of Trustees, to invest the very high level of legacy income recorded in 2020/21 in rebuilding services after the pandemic.

### **Unrestricted reserves: free reserves**

At 31 March 2021, free reserves totalled £550,095 (2020 £280,257).

The Trustees have calculated the level of free reserves which are needed to allow the charity to meet its commitments to its clients, staff and other stakeholders, to manage the implications of a period of a shortfall in income or unexpectedly high costs.

In estimating the level of free reserves, the Trustees have had regard to Charity Commission Guidance on the level of appropriate reserves to ensure sustainability of service delivery. The Trustees have determined that Changing Faces should target six months cover of recurrent operating costs, with consideration given to the treatment of those costs covered by restricted funds.

Recurrent operating costs are calculated by adjusting the actual level of costs incurred to remove the elements covered by restricted funding, the exceptional costs relating to the restructuring and additional costs which are considered to imply no long-term financial commitment, for example consultancy costs. Applying these principles to the 2021/22 budget projections, the Trustees estimate that at 31 March 2021 a total of £526,640 of free reserves is required. At the end of March 2021, free reserves were £550,095, slightly above the expected level of 6 months. It is Changing Faces' intention to continue to target 6 months of reserves and to maintain free reserves at this level for the medium to long term.

The Trustees will continue to carefully monitor the charity's results in light of the budget and the reserves position and will take any action needed if they identify any significant risk to the charity's financial position or its ability to support its core activities.

### **Investments**

The priority in Changing Faces investment policy is to preserve capital, and a low-risk investment policy has been adopted. After assessing the risks of different investment groups, Changing Faces has limited its investments to fixed term deposits of between three and six months, and notice deposits of a similar term, placed with financial institutions with a high credit rating.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

### Principal risks and uncertainties

The Board of Trustees has overall responsibility for risk management at Changing Faces. It is responsible for establishing the charity's risk appetite, ensuring that major risks are identified and approving appropriate procedures to detect, prevent and manage major risks. Changing Faces' risk management programmes are designed to mitigate risks appropriately, rather than to eliminate all risk.

The Audit and Risk Committee has the power to investigate and manage risk on behalf of the Board, and reports to the Board on strategic risks and risk management. The Finance Committee reviews management accounts and financial performance and provides assurance to the Board.

The principal tools used by Changing Faces to mitigate risks are:

- 1. Risk register.** The Leadership Team manages a risk register which is regularly reviewed by the Audit and Risk Committee. Risks are assessed as to the likelihood of their occurring and the impact if they were to occur, giving a "raw" risk rating. Mitigations and future actions are defined, and the risk rating is then recalculated, to ensure that it remains within the Board of Trustees' stated risk appetite.
- 2. Performance indicators.** We monitor performance through the use of key performance indicators and strategic milestones, which are reported to the Board quarterly, with differences to expectations thoroughly analysed.
- 3. Planning and budgeting.** We produce budgets annually, monitor variances monthly, and reforecast expected results quarterly. The Finance Committee reviews monthly management accounts and reserves levels, and reports to the Board of Trustees.

The major risks identified by Changing Faces are:

Risk	Management
<b>Pandemic impact on the charity:</b> Further COVID related lockdowns could reduce the charity's ability to offer face to face services for an extended period and delay the charity's return to a shared office. Nervousness about returning to a shared office and face to face work could impact on service provision and charity culture.	<ul style="list-style-type: none"><li>• Ongoing options evaluations for all face-to-face services</li><li>• Delay of decision around longer-term property investment</li><li>• Staff survey on wishes / feelings about return to an office</li><li>• Hybrid model proposed with staff combining working in an office and working at home</li><li>• Continued investment in digital capability and capacity</li></ul>
<b>Finance:</b> The charity is reliant on voluntary income to support its activities. Increased regulation and increased competition for funding could mean that we fail to reach our targets, leading to the loss of liquidity and inability to meet our commitments. Poor financial controls could lead to error or fraud.	<ul style="list-style-type: none"><li>• Diversification of income streams</li><li>• Investment in strong and effective fundraising team</li><li>• Relationship management with donors and funders</li><li>• Robust process for setting budgets, aligned to the strategic plan</li><li>• Scrutiny of and challenge to budgets by Trustees</li><li>• Monthly monitoring of budgets and budget variances</li><li>• Quarterly reforecast of expectations</li><li>• Robust reserves policy</li><li>• Risk averse investment policy</li><li>• Scrutiny of results by the Finance Committee</li></ul>

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

Risk	Management
<b>Governance:</b> Lack of strategic clarity and failure to ensure impact could harm the charity's ability to achieve its charitable objectives. Inability to attract and retain good staff could mean that strategic opportunities are missed.	<ul style="list-style-type: none"><li>• Reporting on KPIs and key milestones</li><li>• Reporting on budget</li><li>• Investment in data and impact management tools and knowhow</li><li>• Implementation of strategic plan</li><li>• Involvement of people with lived experience of visible difference</li><li>• Emphasis on training and development for staff</li><li>• Building strong and effective culture and values</li></ul>
<b>Compliance:</b> Failure to comply with legal and regulatory requirements could result in fines and reputational damage.	<ul style="list-style-type: none"><li>• Key legal and regulatory requirements identified</li><li>• Serious incident reporting policy in place</li><li>• Safeguarding action plan, policies, and training</li><li>• Mandatory data protection training framework</li><li>• GDPR compliant data mapping tool employed</li><li>• DBS check framework in place</li><li>• Access to specialist Legal and HR services to support decision-making</li></ul>
<b>Operational:</b> Service provision and development may not be aligned to beneficiaries' needs and desires. Digital capability may not support remote working.	<ul style="list-style-type: none"><li>• Impact review process initiated in 2020/21, centred around beneficiaries' experiences</li><li>• Robust clinical governance and extensive safeguarding processes underpin services</li><li>• Multi-year investment in digital capability to build a digital culture and develop digital products</li><li>• Review of cyber security in 2021</li></ul>
<b>Environmental and External:</b> Communications and brand positioning may fail to maintain a strong reputation and the confidence of stakeholders and funders.	<ul style="list-style-type: none"><li>• Building a clear brand</li><li>• Consistent and well-resourced communications team</li><li>• Meticulous reporting to funders</li><li>• Due diligence when considering new projects</li><li>• Development of key messages</li><li>• Reputation management</li></ul>

### **Governance**

#### **Legal structure**

Changing Faces is a company registered in England and Wales, limited by guarantee, with registered number 02710440. It is a registered charity in England and Wales (Charity number 1011222), and in Scotland (Charity number SC039725).

#### **Public benefit**

The Trustees believe the charity has fully met the requirement to provide benefit to the public and have paid due regard to Charity Commission guidance on this matter. Changing Faces' services are widely publicised and available to everyone in the UK who would benefit, free of any cost.

#### **Board of Trustees**

The Board of Trustees is responsible for managing the activity of the charity. It was composed of 11 Trustees at 31 March 2021, with a wide range of skills and experience including professional and clinical expertise.

The Board meets four times per year to regularly review and direct Changing Faces' strategy, budget, and performance. Certain matters are reserved for Board approval, including changes to strategy and budget. The Board also meets for an annual away day to review and discuss strategic proposals in more depth.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

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Appointments to the Board of Trustees are managed by Trustees. Trustees are recruited through a process of advertisement, application, and interview. Selection is based on set criteria to ensure a broad range of skills and experience. New Trustees are provided with a formal induction programme incorporating the opportunity to meet key staff, and an induction pack of documentation including the charity's constitution, recent Annual Reports and Accounts, recent Board minutes and the current Strategic Plan. Opportunities for training are offered to Trustees, and budget is provided for this purpose.

The Board maintains control over all strategic and policy decisions, including the approval of budgets, risk management and governance arrangements. It delegates some of its responsibilities to three Board committees, which make recommendations to the Board within their terms of reference:

- The Audit and Risk Committee is responsible for managing risk, monitoring compliance with regulatory authorities, and reviewing the year end accounts.
- The Finance Committee is responsible for ensuring that the charity's finances are being appropriately and effectively managed, by monitoring the charity's financial position, overseeing the production of budgets and management accounts, developing and implementing financial, reserves and investment policies and ensuring that proper financial records are kept.
- The Nominations Committee is responsible for overseeing the recruitment of Trustees and of the charity's CEO. The committee also approves trustee appointments to the other committees.

During 2020/21 an additional Board Committee was created, the COVID Committee. This committee operated from March 2020 to August 2020 and oversaw the initial corporate response to the pandemic, reviewing financial reports, risk management, the use of the government furlough scheme and the staff restructuring plan.

Day to day management is delegated to the Chief Executive and the Leadership Team.

### **Management remuneration**

Changing Faces seeks to set its salary levels for all paid staff, including management, by reference to market rates, within the context of voluntary sector organisations of a similar size. A benchmarking project was completed in June 2018; all staff roles were re-evaluated at the same time and transferred to the new pay and staffing structure. The pay policy describes how salaries are set and defines the salary structure for all staff within the organisation. During the year ended 31 March 2021, key management were defined as the CEO, the Director of Fundraising and the Director of Finance and Resources.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

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### **Statement of Trustees' Responsibilities**

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

Company law requires the Trustees to prepare financial statements for each financial year 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 these financial statements the Trustees are required to:

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time of the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Trustees is aware at the time the report is approved:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- 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 auditors are aware of that information.

As Directors we also confirm that we have made all necessary enquiries and taken such steps that we ought to, to ensure that we become aware of any relevant audit information and that we confirm that the charitable company's auditors have been made aware of such information.

By Order of the Board



David Clayton  
Chair of Trustees

22 July 2021

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

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### Independent auditor's report to the members of Changing Faces

#### Opinion

We have audited the financial statements of Changing Faces for the year-ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of the charitable company's net movement in funds, including the 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 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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 trustees are responsible for the other information. The other information comprises the information included in the Report of the Trustees. 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

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

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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 Reports of Trustees (which includes the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Report of the Trustees 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees (which incorporates the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charity Accounts (Scotland) Regulations (as amended) require us to report to you if, in our opinion:

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

### **Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on page 26, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### **Auditor's responsibilities for the audit of the financial statements**

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

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:

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

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Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the requirement relevant to registered charities, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as include the Companies Act 2006 and the Charities Act 2011, and we considered other factors such as income tax, payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to manual journals. Audit procedures performed by the engagement team included:

- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates.

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

### 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, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Lee Stokes (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory  
Auditors

10 Queen Street Place  
London EC4R 1AG

Date: 22 July 2021

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

### CHANGING FACES

Company limited by guarantee

Registered Company No: 02710440

### STATEMENT OF FINANCIAL ACTIVITIES for the year ended 31st March 2021

(Incorporating an Income and Expenditure account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
<b>Income from</b>					
Donations and legacies		1,422,036	625,351	2,047,387	1,374,953
Charitable activities		8,332	-	8,332	180,748
Investments		1,913	-	1,913	9,493
<b>Total</b>	3	<b>1,432,281</b>	<b>625,351</b>	<b>2,057,632</b>	<b>1,565,194</b>
<b>Expenditure on</b>					
Raising funds		235,581	11,826	247,407	310,557
Charitable activities		578,434	653,634	1,232,068	1,583,604
<b>Total</b>	4	<b>814,015</b>	<b>665,460</b>	<b>1,479,475</b>	<b>1,894,161</b>
<b>Net income / (expenditure)</b>		618,266	(40,109)	578,157	(328,967)
<b>Transfers between funds</b>	10	-	-	-	-
<b>Net movement in funds</b>	10	618,266	(40,109)	578,157	(328,967)
<b>Reconciliation of funds</b>	10				
Total funds brought forward		1,222,020	362,388	1,584,408	1,913,375
<b>Total funds carried forward</b>		<b>1,840,286</b>	<b>322,279</b>	<b>2,162,565</b>	<b>1,584,408</b>

All of the charity's activities are continuing. There were no gains or losses other than those shown above. The accompanying notes form part of these financial statements.

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

### CHANGING FACES

Company limited by guarantee

Registered Company No: 02710440

### BALANCE SHEET as at 31st March 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	7	14,830	18,372
Total fixed assets			
Current assets			
Debtors and prepayments	8	283,782	247,929
Cash at bank and in hand		2,101,451	1,589,829
Total current assets		2,385,233	1,837,758
Liabilities			
Creditors: amounts falling due within one year	9	(237,498)	(271,722)
Net current assets		2,147,735	1,566,036
<b>Total net assets</b>		<b>2,162,565</b>	<b>1,584,408</b>
Restricted income funds		322,279	362,388
Unrestricted funds:			
Designated funds		1,290,191	941,763
Free reserves		550,095	280,257
		1,840,286	1,222,020
<b>Total funds</b>	10	<b>2,162,565</b>	<b>1,584,408</b>

The accompanying notes form part of these financial statements.

The financial statements were approved by the Board of Trustees and authorised for issue on 22 July 2021, and signed on their behalf by:



David Clayton  
Chair of Trustees



Elissa Holme  
Honorary Treasurer

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2021

#### CHANGING FACES

Company limited by guarantee

Registered Company No: 02710440

#### STATEMENT OF CASH FLOWS

	2021 £	2020 £
<b>Cash Flows from operating activities:</b>		
Net cash provided by/ (used in) operating activities (see below)	512,532	(271,150)
<b>Cash flows from investing activities:</b>		
Bank interest received	1,913	9,493
Payments to acquire tangible fixed assets	(2,283)	(12,352)
<b>Net cash provided by/ (used in) investing activities</b>	<b>(910)</b>	<b>(2,859)</b>
Change in cash and cash equivalents in the reporting period	<b>511,622</b>	<b>(274,009)</b>
Cash and cash equivalents at the beginning of the reporting period	1,589,829	1,863,838
Cash and cash equivalents at the end of the reporting period	<b>2,101,451</b>	<b>1,589,829</b>
<b>Reconciliation of net income/(expenditure) to net cash flow from operating activities</b>	<b>2021 £</b>	<b>2020 £</b>
Net income / (expenditure) for the year	578,157	(328,967)
<b>Adjustments for:</b>		
Depreciation charges	6,365	7,482
Bank interest received	(1,913)	(9,493)
(Increase) in debtors and prepayments	(35,853)	(80,995)
(Decrease)/increase in creditors	(34,224)	140,823
Net cash used in operating activities	<b>512,532</b>	<b>(271,150)</b>
<b>Analysis of cash and cash equivalents</b>	<b>2021 £</b>	<b>2020 £</b>
Cash at bank and in hand	<b>2,101,451</b>	<b>1,589,829</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2021

#### Notes to the Financial Statements

##### 1. ACCOUNTING POLICIES

###### **Basis of Preparation**

The financial statements have been prepared in accordance with the Statement of Recommended Practice for Charities (SORP 2015) (Second Edition effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

###### **Going Concern**

No material uncertainties that may cast significant doubt about the ability of the charity to continue as a going concern have been identified by the Trustees and therefore these accounts have been prepared on a going concern basis.

The COVID-19 pandemic meant that from March 2020, Changing Faces was forced to restructure its activities, and services were affected by the lockdown and other restrictions. The Trustees of Changing Faces moved quickly to address the changing outlook, revising budgets for 2020/21 and 2021/22. The strategic plan was adjusted to reflect the changed operating and financial environment. The charity's staff structure and operating resources were reviewed and reconfigured to ensure they were appropriate for a changed operating environment.

Cashflow forecasts have been prepared based on the revised expectations, reflecting several different scenarios for 2021/22 and 2022/23. Trustees have examined these cashflow forecasts and are confident that Changing Faces has the financial resources to continue trading for the foreseeable future.

###### **Income**

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

Legacy income is recognised when it is probable it will be received. Pecuniary legacies are recognised when probate is granted. Residuary legacies are recognised when either probate has been granted, or the estate has been finalised or notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate.

###### **Grants**

Grants are accounted for as income when they are receivable. Where the grant making body specifies that amounts given should be utilised in a future accounting period, the income is deferred to that period. If certain conditions have to be fulfilled before the charity becomes entitled to the use of the grant, then the income is deferred until such conditions have been met.

###### **Donated Assets**

Donated assets are capitalised at a value equivalent to market value as at the date of donation.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2021

#### Expenditure

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category.

Raising funds are those costs incurred to raise donations and legacies and costs of trading activities. Charitable activities relates to costs incurred in delivering the charity's activities and services to its beneficiaries. Governance costs are those associated with incurred in meeting the constitutional and statutory requirements and is now apportioned on the same basis as support costs.

#### Cost Apportionment

A proportion of staff and indirect costs are attributed to activities on the following bases:

Staff	-	actual costs or level of activity engaged by staff
Indirect costs	-	level of activity engaged by staff

#### Leases

Rentals under operating leases are charged to the income and expenditure account as incurred.

#### Depreciation of Tangible Fixed Assets

Depreciation is provided on all tangible fixed assets so as to write them off over their anticipated useful lives at the following annual rates on a straight-line basis:

Office equipment	- 25%
Office furniture	- 20%
Computer equipment	- 25%

Additions to fixed assets costing less than £500, and those acquired from restricted income funds are written off in the year.

#### Pensions

The company operates a defined contribution pension scheme on behalf of its staff.

Contributions are charged to the statement of financial activities as they become payable in accordance with the rules of the scheme.

#### Employee benefits

Short term benefits: Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits: Termination benefits are accounted for on an accrual basis and in line with FRS 102.

#### Accounting estimates and judgements

In preparing the financial statements, the Trustees are required to make estimates and judgements. The matters below are considered to be the most important in understanding the judgements made and the uncertainties that could impact the amounts reported in the financial statements.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2021

#### **Legacy income**

Legacy income requires judgement about the probability of receipt which affects the timing of income recognition. Legacy income is recognised when the Charity has established entitlement to a legacy, when the receipt of the legacy is probable and when the amount due can be estimated with sufficient accuracy.

#### **Cost allocation**

Support costs are allocated to charitable activities. Judgement is required in determining and applying the basis appropriate for each support activity.

#### **Bad debt provision**

The valuation of debtors is based on judgements about the probability of receipt of the amounts invoiced.

#### **Valuation of assets and liabilities**

##### **Stocks**

Stocks are valued at the lower of cost and net realisable value.

##### **Debtors**

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

##### **Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments.

##### **Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

##### **Fund Accounting**

**Restricted Funds:** The purpose and use of restricted funds are imposed by the donor or by the specific terms of the charity appeal.

**Designated Funds:** these funds have been allocated by the Trustees for anticipated use on specific projects.

**Unrestricted Funds:** These are funds available for use at the discretion of the Trustees in furtherance of the objectives of the charity.

##### **Taxation**

No provision has been made for taxation as the company's charitable status renders it exempt from UK direct taxation.

## **2. STATUS**

The company is limited by guarantee and has no share capital. The liability of members in the event of a winding up is limited to £1. The members are the Trustees of the charity.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2021

#### 3A INCOME ANALYSIS

	2021	2021	2021	2020
	Unrestricted	Restricted	Total	
	£	£	£	£
Legacies	514,136	-	514,136	85,002
Income from trusts and grants	598,970	625,351	1,224,321	1,016,737
Other donations	288,408	-	288,408	208,845
Income from fundraising activity	20,522	-	20,522	64,369
Charitable activities	8,332	-	8,332	180,748
Investment income	1,913	-	1,913	9,493
<b>Total</b>	<b>1,432,281</b>	<b>625,351</b>	<b>2,057,632</b>	<b>1,565,194</b>

Income from trusts and grants includes £137,858 (2020: £2,376) received through the government coronavirus furlough scheme. Legacy income includes estimated income for two legacies where the estates had not been distributed by the year end; all other known legacies were received in full before the end of the financial year.

#### 3B INCOME FROM CHARITABLE ACTIVITIES

	2021	2021	2021	2020
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Skin camouflage services	8,332	-	8,332	179,773
Consultancy and training	-	-	-	975
<b>Total</b>	<b>8,332</b>	<b>-</b>	<b>8,332</b>	<b>180,748</b>

Skin Camouflage activities were paused during the pandemic. The income recorded above relates to the over-provision against potential bad debts in previous years.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2021

#### 4A ANALYSIS OF TOTAL EXPENDITURE

	2021 Unrestricted £	2021 Restricted £	2021 Total £	2020 Total £
<b>Charitable activities</b>				
<b>Service Innovation</b>				
Wellbeing	183,417	316,080	499,497	387,627
Skin camouflage services	168,899	14,908	183,807	334,356
Education	18,365	56,809	75,174	242,155
	<b>370,681</b>	<b>387,797</b>	<b>758,478</b>	<b>964,138</b>
<b>Championing the Voice</b>				
Communications	85,512	241,598	327,110	339,041
<b>Scotland</b>	122,241	24,239	146,480	280,424
	<b>578,434</b>	<b>653,634</b>	<b>1,232,068</b>	<b>1,583,603</b>
<b>Cost of raising funds</b>				
Fundraising costs	235,581	11,826	247,407	310,557
<b>Total</b>	<b>814,015</b>	<b>665,460</b>	<b>1,479,475</b>	<b>1,894,160</b>

Included in the above are governance costs of £33,336 (2020: £33,145).

#### 4B DIRECT AND SUPPORT COSTS

	2021 Direct costs £	2021 Support costs £	2021 Total £	2020 Total £
<b>Charitable activities</b>				
<b>Changing lives</b>				
Wellbeing	441,149	58,348	499,497	387,627
Skin camouflage services	165,252	18,555	183,807	334,356
Education	70,808	4,366	75,174	242,155
	<b>677,209</b>	<b>81,269</b>	<b>758,478</b>	<b>964,138</b>
<b>Changing Minds</b>				
Communications	302,625	24,485	327,110	339,041
<b>Scotland office</b>	139,386	7,094	146,480	280,424
	<b>1,119,220</b>	<b>112,848</b>	<b>1,232,068</b>	<b>1,583,603</b>
<b>Cost of raising funds</b>				
Fundraising costs	220,210	27,197	247,407	310,557
	<b>1,339,430</b>	<b>140,045</b>	<b>1,479,475</b>	<b>1,894,161</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2021

#### 4C SUPPORT COSTS ALLOCATION

	Premises costs £	Office costs £	Staff and volunteer costs £	Depreciation £	2021 Total £	2020 Total £
<b>Charitable activities</b>						
<b>Changing lives</b>						
Wellbeing	6,191	43,938	5,567	2,652	<b>58,348</b>	<b>50,866</b>
Skin camouflage services	1,969	13,973	1,770	843	<b>18,555</b>	<b>41,886</b>
Education	463	3,288	417	198	<b>4,366</b>	<b>14,729</b>
<b>Changing Minds</b>						
Communications	2,598	18,438	2,336	1,113	<b>24,485</b>	<b>15,079</b>
Scotland office	753	5,342	676	323	<b>7,094</b>	<b>31,654</b>
<b>Cost of raising funds</b>						
Fundraising costs	2,886	20,480	2,595	1,236	<b>27,197</b>	<b>24,182</b>
	<b>14,860</b>	<b>105,459</b>	<b>13,361</b>	<b>6,365</b>	<b>140,045</b>	<b>178,396</b>

Support costs are allocated on a per capita basis, related to the average WTE staff employed in each activity, taking into account the contribution of self-employed contractors and the effects of staff furloughs. The restrictions imposed on operations as a result of the pandemic particularly affected activities in skin camouflage services, education and services managed from our Scotland Office, accounting for the lower allocation of support costs in these areas.

#### 5. NET MOVEMENT IN FUNDS

	2021 £	2020 £
<b>The result for the year is stated after charging:</b>		
Auditor's remuneration – audit	10,000	10,860
Depreciation of fixed assets	6,365	7,482
Operating Leases	<u>826</u>	<u>2,399</u>

#### 5. EMPLOYEES

##### Total remuneration

	2021 £	2020 £
Wages and salaries	853,417	985,286
Social security costs	88,772	104,219
Pension costs	50,177	57,879
Redundancy costs	1,998	-
Ex gratia payment	-	12,000
	<b>994,364</b>	<b>1,159,384</b>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2021

#### 6. EMPLOYEES (Continued)

##### Average number of employees

The average number of people (full time equivalent) employed by the company during the year was as follows:

	2021	2020
	FTE	FTE
Wellbeing	5.7	5.0
Skin camouflage	3.5	4.2
Education	0.7	1.5
Communications	1.2	1.5
Scotland Office	2.7	3.1
Administration	5.0	5.4
Fundraising	2.3	2.4
	<b>21.1</b>	<b>23.1</b>

The average number of staff employed during the year was as follows:

	2021	2020
	Number	Number
	25	26

##### Remuneration of higher paid staff

The number of employees whose emoluments exceeded £60,000 per annum was:

	2021	2020
£60,000 - £70,000	3	2
£80,000 - £90,000	1	-
£90,000- £100,000	-	1
£100,000-£110,000	-	1

##### Remuneration of key management personnel

Total remuneration of key management personnel for the year, including employer pension contributions and employer National Insurance contributions was £229,516 (2020: £347,113). Key management personnel are the charity's leadership team, comprising the CEO, the Director of Fundraising and Communications and the Director of Finance and Resources.

Employer pension contributions of £11,514 (2020: £17,331) were made to a defined contribution scheme on behalf of the key management personnel above.

##### Board of Trustees members' expenses

None of the Trustees received any remuneration in the year (2020: none). No Trustees received reimbursement of expenses during the year (2020: £1,272). The charity maintains liability insurance covering members of the Board of Trustees in their capacity as directors.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2021

#### 7. TANGIBLE ASSETS

	Office Furniture	Office Equipment	Computer Equipment	Total
	£	£	£	£
<b>COST</b>				
At 1 <sup>st</sup> April 2020	7,295	6,912	24,757	38,964
Additions			2,823	2,823
Disposals	(7,295)	(6,912)	(3,000)	(17,207)
At 31 <sup>st</sup> March 2021	-	-	24,580	24,580
<b>DEPRECIATION</b>				
At 1st April 2020	7,295	6,912	6,385	20,592
Charge for the year	0	0	6,365	6,365
Disposals	(7,295)	(6,912)	(3,000)	(17,207)
At 31 <sup>st</sup> March 2021	-	-	9,750	9,750
<b>NET BOOK VALUE</b>				
At 31 <sup>st</sup> March 2021	-	-	14,830	14,830
At 31 <sup>st</sup> March 2020	-	-	18,372	18,372

#### 8. DEBTORS

	2021	2020
	£	£
Trade debtors	-	13,116
Prepayments and accrued income	283,182	232,259
Other debtors	600	2,554
	<b>283,782</b>	<b>247,929</b>

In 2021, accrued income includes receipts due in respect of two legacies. The sums due include estimated values. For one of these legacies, an interim distribution was received in May 2021, and a further distribution is expected, but since there is insufficient information to accurately estimate the value of the final distribution, only the value of the May 2021 distribution is accrued above. For the other legacy, a best estimate of likely income has been accrued.

In 2020, accrued income includes three significant trust donations which were awarded in 2019/20 and where receipt was delayed due to the pandemic.

#### 9. CREDITORS: Amounts due within one year

	2021	2020
	£	£
Trade creditors	53,306	63,600
Accruals and deferred income	152,945	175,777
Employer pension contributions	7,776	7,492
Other taxes and social security	23,471	24,853
Other creditors	-	-
	<b>237,498</b>	<b>271,722</b>

In 2020 and 2021, deferred income includes a grant of £100,000 representing the second year of a two-year grant where the income was received in advance and where the progress of the project was delayed due to the pandemic.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2021

#### 10. FUNDS

	Unrestricted funds	Restricted funds	Total
	£	£	£
Balance at 1 <sup>st</sup> April 2020	1,222,020	362,388	1,584,408
Net income/(expenditure)	618,266	(40,109)	578,157
Balance at 31 <sup>st</sup> March 2021	<u>1,840,286</u>	<u>322,279</u>	<u>2,162,565</u>
<b>Analysis of net assets between funds</b>			
Tangible fixed assets	14,830	-	14,830
Net current assets	1,825,456	322,279	2,147,735
	<u>1,840,286</u>	<u>322,279</u>	<u>2,162,565</u>

The restricted funds of the charity comprise:

	At 1 April 2020	Income	Expenditure	At 31 March 2021
	£	£	£	£
Face equality in schools	83,074	-	(65,276)	17,798
Face it together	31,516	51,291	(82,807)	-
Scotland Youth Engagement	18,666	52,936	(36,117)	35,485
Psycho-social support for children and young people	9,514	57,136	(52,203)	14,447
Support for adults with a visible difference	28,216	45,465	(54,378)	19,303
Support for children and young people with a visible difference	86,153	-	(35,086)	51,067
Changing attitudes to visible difference in Scotland	43,005	-	(43,005)	-
Website development	62,244	-	(62,244)	-
COVID response, visible difference, wellbeing	-	51,980	(51,980)	-
COVID response, visible difference, mental health	-	48,797	(48,797)	-
COVID response, visible difference, young people	-	94,524	(85,499)	9,025
Support for armed forces personnel and veterans	-	30,000	(15,380)	14,620
Counselling support, new ways of working	-	123,000	(8,518)	114,482
Rebuilding skin camouflage service	-	9,949	(6,817)	3,132
Hate Crimes awareness	-	10,273	(10,273)	-
Rebuilding skin camouflage service, Scotland	-	50,000	(7,080)	42,920
	<u>362,388</u>	<u>625,351</u>	<u>665,460</u>	<u>322,279</u>

#### Restricted funds

**Face Equality in Schools** is a three-year project to design, create and evaluate materials for use in schools and further education colleges.

**Face it together** is a two-year project to support people living with visible difference.

**Scotland Youth Engagement** is a multi-year project to support children and young people campaigning for face equality in Scotland.

**Psycho-social support for children and young people** is a multi-year project to support children and young people living with visible difference in Sheffield and the Humber.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2021

**Support for adults with a visible difference** is a grant funding psychosocial support practitioner.

**Support for children and young people with a visible difference** is a grant provided to set up a psycho-social support framework.

**Changing attitudes to visible difference in Scotland** is a grant funding an awareness campaign in Scotland.

**Website development** is a grant which covers the third-party costs of creating a new website.

**Visible difference COVID response, wellbeing** was a short-term grant funding elements of the changed way of working arising from the COVID-19 crisis

**Visible difference COVID response, mental health** was a short-term grant funding services and products related to mental health issues arising from the COVID-19 crisis

**Visible difference COVID response, young people** funded service redesign arising from the COVID-19 crisis and particularly targeted at children and young people

**Visible difference support for armed forces personnel** is a grant that funds support for armed forces personnel and veterans

**Visible difference support, new ways of working** is a grant to develop and embed new approaches to supporting people with visible differences

**Rebuilding skin camouflage service** is a grant funding the work to set up skin camouflage clinics, both face to face and digital, after the pandemic.

**Hate Crimes awareness** is a project to provide social media resources to combat hate crimes arising from visible difference.

**Rebuilding skin camouflage service, Scotland** is a grant funding the work to set up skin camouflage clinics, both face to face and digital, after the pandemic in Scotland

The unrestricted funds of the charity comprise:

	At 1 April 2020	Income	Expenditure	Transfers	At 31 March 2021
	£	£	£	£	£
Designated funds	941,763	-	(51,572)	400,000	1,290,191
Free reserves	280,257	1,432,281	(762,443)	(400,000)	550,095
	<u>1,222,020</u>	<u>1,432,281</u>	<u>(814,015)</u>	<u>-</u>	<u>1,840,286</u>

#### Unrestricted reserves: designated reserves

The Trustees have approved investment from the designated fund towards investments in the necessary infrastructure, both digital and physical, to support Changing Faces' operations.

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2021

#### 11. COMMITMENTS UNDER OPERATING LEASES

As at 31st March 2019, the company had annual commitments under non-cancellable operating leases as set out below:

	2021	2020
	£	£
Operating lease payments due:		
Within one year	236	1,603
In one to two years	-	236
	<hr/>	<hr/>
	236	1,839
	<hr/>	<hr/>

#### 12. PENSIONS

The company operates a defined contribution scheme in respect of salaried employees. Contributions are charged in the accounts as incurred and there were no outstanding or proposed contributions as at the balance sheet date. Pension costs charged in the year were £50,178 (2020: £57,879).

#### 13. RELATED PARTY TRANSACTIONS

No payments were made to related parties in the current or preceding year.

### 2020 COMPARATIVES

#### 14. INCOME ANALYSIS 2020

	2020	2020	2020
	Unrestricted	Restricted	Total
	£	£	£
Legacies	85,002	-	85,002
Income from trusts and grants	401,640	615,097	1,016,737
Other donations	208,845	-	208,845
Income from fundraising activity	64,369	-	64,369
Trading activities	-	-	-
Charitable activities	180,748	-	180,748
Investment income	9,493	-	9,493
<b>Total</b>	<hr/> <b>950,097</b> <hr/>	<hr/> <b>615,097</b> <hr/>	<hr/> <b>1,565,194</b> <hr/>

#### 15. INCOME FROM CHARITABLE ACTIVITIES 2020

	2020	2020	2020
	Unrestricted	Restricted	Total
	£	£	£
Skin camouflage services	179,773	-	179,773
Consultancy and training	975	-	975
<b>Total</b>	<hr/> <b>180,748</b> <hr/>	<hr/> <b>-</b> <hr/>	<hr/> <b>180,748</b> <hr/>

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2021

#### 16. ANALYSIS OF TOTAL EXPENDITURE 2020

	2020 Unrestricted £	2020 Restricted £	2020 Total £
<b>Charitable activities</b>			
<b>Service Innovation</b>			
Wellbeing	187,093	200,534	387,627
Skin camouflage services	324,508	9,848	334,356
Education	117,345	124,810	242,155
	<b>628,946</b>	<b>335,192</b>	<b>964,138</b>
<b>Championing the Voice</b>			
Communications	268,034	71,008	339,042
	<b>268,034</b>	<b>71,008</b>	<b>339,042</b>
<b>Scotland</b>	196,022	84,402	280,424
	<b>1,093,002</b>	<b>490,602</b>	<b>1,583,604</b>
<b>Cost of raising funds</b>			
Fundraising costs	305,629	4,928	310,557
<b>Total</b>	<b>1,398,631</b>	<b>495,530</b>	<b>1,894,161</b>

#### 17. DIRECT AND SUPPORT COSTS 2020

	2020 Direct costs £	2020 Support costs £	2020 Total £
<b>Charitable activities</b>			
<b>Changing lives</b>			
Wellbeing	336,762	50,865	387,627
Skin camouflage services	292,470	41,886	334,356
Education	227,426	14,729	242,155
	<b>856,658</b>	<b>107,480</b>	<b>964,138</b>
<b>Changing Minds</b>			
Communications	323,962	15,080	339,042
	<b>323,962</b>	<b>15,080</b>	<b>339,042</b>
Scotland office	248,770	31,654	280,424
	<b>1,429,390</b>	<b>154,214</b>	<b>1,583,604</b>
<b>Cost of raising funds</b>			
Fundraising costs	286,375	24,182	310,557
	<b>1,715,765</b>	<b>178,396</b>	<b>1,894,161</b>

#### 18. SUPPORT COSTS ALLOCATION 2020

## CHANGING FACES

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 31st March 2021

	Premises costs £	Office costs £	Staff and volunteer costs £	Depreciation £	2020 Total £
<b>Charitable activities</b>					
<b>Changing lives</b>					
Wellbeing	11,536	32,836	4,360	2,133	<b>50,865</b>
Skin camouflage services	9,499	27,039	3,591	1,757	<b>41,886</b>
Education	3,340	9,508	1,263	618	<b>14,729</b>
<b>Changing Minds</b>					
Communications	3,420	9,735	1,293	632	<b>15,080</b>
Scotland office	7,179	20,434	2,713	1,328	<b>31,654</b>
<b>Cost of raising funds</b>					
Fundraising costs	5,484	15,611	2,073	1,014	<b>24,182</b>
	<b>40,458</b>	<b>115,163</b>	<b>15,293</b>	<b>7,482</b>	<b>178,396</b>

Support costs are allocated on a per capita basis, related to the average WTE staff employed in each activity.

## 19. FUNDS 2020

	Unrestricted funds £	Restricted funds £	Total £
Balance at 1 <sup>st</sup> April 2019	1,641,701	271,674	1,913,375
Net income/(expenditure) before transfers	(419,681)	90,714	(328,967)
Balance at 31 <sup>st</sup> March 2020	<b>1,222,020</b>	<b>362,388</b>	<b>1,584,408</b>
<b>Analysis of net assets between funds</b>			
Tangible fixed assets	18,372	-	18,372
Net current assets	1,203,648	362,388	1,566,036
	<b>1,222,020</b>	<b>362,388</b>	<b>1,584,408</b>

# CHANGING FACES

## REPORT OF THE TRUSTEES for the year ended 31st March 2021

### ADMINISTRATIVE DETAILS

#### Address

Registered Office: Changing Faces, 10 Queen Street Place, London EC4R 1AG

Postal address: PO box 76751, London WC1A 9QR

Website: [www.changingfaces.org.uk](http://www.changingfaces.org.uk)

#### Trustees

The following Trustees served between 1st April 2020 and 31 March 2021

David Clayton (Chairman) \*\* \*\*\*

Mark Landon (Company Secretary and Deputy Chairman) \*\*\*

Elissa Holme \* \*\* (Hon Treasurer)

Susan Harrison \* \*\*\* (Chair of the Audit and Risk Committee)

John Ashcroft (appointed July 2021)

Tiwonge Chipeta (appointed July 2021)

Prof Tony Cline (resigned October 2020)

Bridget Gardiner \*\* \*\*\*

Helen Gravestock \*

Monica Gizzi (appointed July 2021)

Emma Howard

Victoria Hunt

Farhana Kapasi \*\*\*

Nicholas Lee

Richard Morris (deceased 2020)

Nicola Sawford (resigned October 2020)

Andrew Thompson

Chris Walker FRCS (resigned October 2020)

#### Members of Board Committees:

\* Audit and Risk Committee

\*\* Finance Committee

\*\*\* Nominations Committee

#### Patrons

Sir Christopher Benson

Rory Bremner

Michelle Dockery

Lord Fellowes of West Stafford

Jan Ravens

Fiona Squire

Benjamin Zephaniah

#### Solicitors

Stone King LLP, Boundary House, 91 Charterhouse Street, London EC1M 6HR

#### Auditor

Haysmacintyre LLP, 10 Queen Street Place, London EC4R 1AG

#### Bankers

Lloyds Bank plc, Law Courts, PO Box 1000, BX1 1LT