

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

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.

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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

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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.

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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.

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ACHIEVEMENTS AGAINST OUR STRATEGIC GOALS

Summary of our year in numbers

Goal 1: Increasing reach and accessibility of support			
	Our 2022/23 result	Our 2023/24 target	Our 2023/24 result
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
Goal 2: Increasing understanding and acceptance of visible difference			
	Our 2022/23 result	Our 2023/24 target	Our 2023/24 result
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

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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)

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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

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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.

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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:

Income	2024 £'000	2023 £'000
Gross income		
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	-	-
Gross income from operating activities	1,313	1,239

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.

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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

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

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.

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

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.

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

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.

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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
Inflation, economic uncertainty, and external shocks 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">• Careful management of costs, including tendering for major contracts and negotiation on fees• Approval process• Regular review of management accounts and rolling 12-month projections to identify unexpected cost increases early.• Inflation costs built into funding bids and annual budgets.

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Risk	Management
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"> Quarterly reforecasting to capture any identified cost increases and expected economic changes.
Finance: 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.	<ul style="list-style-type: none"> Diversification of income streams, especially corporate partnerships, fundraising challenges and major donors Investment in a strong and effective fundraising team Relationship management with donors and funders Robust process for setting budgets, aligned to the strategic plan. Scrutiny of and challenge to budgets by Trustees Monthly monitoring of budgets and budget variances Monthly reforecast of cost expectations and income pipelines Robust reserves policy Risk averse investment policy Scrutiny of results and projections by the Finance Committee and Audit and Risk Committee Oversight by the Audit and Risk Committee of the processes
Governance: 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.	<ul style="list-style-type: none"> Reporting on KPIs and key milestones Reporting on budget Investment in data and impact management tools and knowhow Implementation of strategic plan Involvement of people with lived experience of visible difference Emphasis on training and development for staff Building strong and effective culture and values Regular staff surveys Exit interviews and feedback. Emphasis on flexible ways of working
Compliance: 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"> Key legal and regulatory requirements identified. Serious incident reporting policy in place Safeguarding action plan, policies, and training Mandatory data protection training framework GDPR compliant data mapping tool (Information Asset Register) employed and reviewed annually as a minimum. DBS check framework in place Access to specialist Legal and HR services to support decision-making. Cyber Essentials Plus certification obtained annually to check vulnerability of our internal systems
Operational: 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"> Robust clinical governance and extensive safeguarding processes underpin services. Multi-year investment in digital capability to build a digital culture and develop digital products. Service development based upon user research and consciously takes account of access issues. Active consideration given to how support needs can be met even if we are not always the right people to meet them.
Environmental and External: Communications and brand positioning may fail to maintain a strong reputation and the	<ul style="list-style-type: none"> Building a clear brand Consistent and skilled communications team. Meticulous reporting to funders Due diligence when considering new projects. Development of key messages

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">• Reputation management
Pandemic impact on the charity: 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">• Ongoing options evaluations for all face-to-face services.• Delay of decision around longer-term property investment.• Maintain our capability for working from home and avoid overdependence on a physical office.• Continued investment in digital capability and capacity.• Maintain flexibility on skin camouflage, including ability to offer online appointments.

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

- 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

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

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		648,592	680,729
Liabilities			
Creditors: amounts falling due within one year	10	(113,174)	(164,237)
Net current assets		535,418	516,492
Total net assets		542,495	529,020
Restricted income funds		274,681	221,059
Unrestricted funds:			
Designated funds		-	-
Free reserves		267,814	307,961
		267,814	307,961
Total funds	11	542,495	529,020

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

	2024 £	2023 £
Cash Flows from operating activities:		
Net cash provided by/ (used in) operating activities (see below)	37,896	(1,019,426)
Cash flows from investing activities:		
Payments to acquire tangible fixed assets	-	(7,234)
Net cash provided by/ (used in) investing activities	-	(7,234)
Change in cash and cash equivalents in the reporting period	37,896	(1,026,660)
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	441,367	403,471
Reconciliation of net income/(expenditure) to net cash flow from operating activities	2024 £	2023 £
Net income / (expenditure) for the year	13,475	(945,016)
Adjustments for:		
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	37,896	(1,019,426)
Analysis of cash and cash equivalents	2024 £	2023 £
Cash at bank and in hand	441,367	403,471

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	-	-	-	-
Total	709,078	604,408	1,313,486	1,238,987

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
	£	£	£	£
CHARITABLE ACTIVITIES				
Services and Innovation				
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
	252,846	512,386	765,232	1,364,759
Championing the Voice				
Communications	154,408	38,400	192,808	325,187
	407,254	550,786	958,040	1,689,946
Cost of raising funds				
Fundraising costs	341,971	-	341,971	494,057
Total	749,225	550,786	1,300,011	2,184,003

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
	£	£	£	£
Charitable activities				
Changing lives				
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
	696,073	69,159	765,232	1,158,146
Changing Minds				
Communications	175,985	16,823	192,808	325,187
	872,058	85,982	958,040	1,689,946
Cost of raising funds				
Fundraising costs	310,738	31,233	341,971	494,057
	1,182,796	117,215	1,300,011	2,184,003

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
	£	£	£	£	£	£
Charitable activities						
Changing lives						
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
Changing Minds						
Communications	711	12,643	2,711	758	16,823	49,773
Cost of raising funds						
Fundraising costs	1,320	23,472	5,033	1,408	31,233	71,432
	4,954	88,090	18,887	5,284	117,215	343,498

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
	£	£
The result for the year is stated after charging:		
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

	2024	2023
	£	£
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
	1,038,332	1,518,567

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:

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

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

2024	2023
Number	Number
44	58

Remuneration of higher paid staff

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

	2024	2023
£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

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

CHANGING FACES

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

9: DEBTORS

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

10: CREDITORS: Amounts due within one year

	2024	2023
	£	£
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
	113,174	164,237

11: FUNDS

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

Analysis of net assets between funds

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 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
	221,059	604,408	(550,786)	274,681

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
	307,961	709,078	(749,225)	-	267,814

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
		£	£	£	£
Income from					
Donations and legacies		498,292	581,279	1,079,571	1,093,278
Charitable activities		159,416	-	159,416	144,370
Investments		-	-	-	364
Total	3	657,708	581,279	1,238,987	1,238,012
Expenditure on					
Raising funds		493,017	1,040	494,057	356,723
Charitable activities		1,054,178	635,768	1,689,946	1,569,818
Total	4	1,547,195	636,808	2,184,003	1,926,541
Net (expenditure) / income		(889,487)	(55,529)	(945,016)	(688,529)
Transfers between funds	10	-	-	-	-
Net movement in funds	10	(889,487)	(55,529)	(945,016)	(688,529)
Reconciliation of funds					
Total funds brought forward	10	1,197,448	276,588	1,474,036	2,162,565
Total funds carried forward		307,961	221,059	529,020	1,474,036

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

	2023 Unrestricted £	2023 Restricted £	2023 Total £
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	-	-	-
Total	657,708	581,279	1,238,987

16: ANALYSIS OF TOTAL EXPENDITURE 2023

	2023 Unrestricted £	2023 Restricted £	2023 Total £
Charitable activities			
Services and Innovation			
Wellbeing	250,995	419,348	670,343
Skin camouflage services	408,386	182,894	591,280
Education	100,334	2,802	103,136
	759,715	605,044	1,364,759
Championing the Voice			
Communications	294,463	30,724	325,187
	294,463	30,724	325,187
	1,054,178	635,768	1,689,946
Cost of raising funds			
Fundraising costs	493,017	1,040	494,057
Total	1,547,195	636,808	2,184,003

CHANGING FACES

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

17: DIRECT AND SUPPORT COSTS 2023

	2023	2023	2023
	Direct costs	Support costs	Total
	£	£	£
Charitable activities			
Changing lives			
Wellbeing	558,609	111,734	670,343
Skin camouflage services	496,964	94,316	591,280
Education	86,893	16,243	103,136
	1,142,466	222,293	1,364,759
Changing Minds			
Communications	275,414	49,773	325,187
	275,414	49,773	325,187
	1,417,880	272,066	1,689,946
Cost of raising funds			
Fundraising costs	422,625	71,432	494,057
Total	1,840,505	343,498	2,184,003

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 £
Charitable activities					
Changing lives					
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
Changing Minds					
Communications	9,141	26,402	13,115	1,115	49,773
Cost of raising funds					
Fundraising costs	13,118	37,892	18,822	1,600	71,432
Total	63,082	182,214	90,509	7,693	343,498

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
Analysis of net assets between funds			
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:

	At 1 April 2022	Income	Expenditure	At 31 March 2023
	£	£	£	£
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
	276,588	581,279	(636,808)	221,059

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	657,708	(1,395,620)	742,908	307,961
	1,197,448	657,708	(1,547,195)	-	307,961

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

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, 5th 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