

REGISTERED COMPANY NUMBER: 03167701 (England and Wales)  
REGISTERED CHARITY NUMBER: 1053948

**REPORT OF THE TRUSTEES AND  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021  
FOR  
THE CHANGE PORTFOLIO**

Goldwyns Limited  
Statutory Auditors and Chartered Accountants  
Rutland House  
90-92 Baxter Avenue  
Southend on Sea  
Essex  
SS2 6HZ

## **THE CHANGE PORTFOLIO**

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**THE CHANGE PORTFOLIO**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 MARCH 2021**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The directors of the charitable company are its Trustees for the purposes of charity law.

The directors present their report and financial statements for the year ended 31 March 2021. This report also represents the directors report.

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

The Change Portfolio's vision is a future free from domestic abuse.

The purpose of the charity is to change harmful relationships to create positive futures for children, victims and perpetrators. Our goal is to address the behaviour of people who use abuse in any relationship and educate and support them to achieve a life free of abuse through positive change.

**Our strategic objectives**

- Increasing the safety of victims of all ages.
- Motivate abusers/perpetrators to recognize and change their behaviours.
- Reduce the impact of domestic violence on future generations.
- Educate professionals and the public about domestic violence.

2 million people in the UK suffer from domestic abuse every year. 1 in 3 women and 1 in 5 men. In Essex alone, 43,073 domestic abuse-related incidents and crimes were recorded in the year ending March 2020. It is estimated that 130,000 children live in abusive homes and 62% of those children are at risk of being directly harmed. These figures do not represent those cases that have not been reported to the police or are not involved with statutory services.

Perpetrators can have multiple partners within their lifetime. The reasons for abusive behaviour are extensive. Some may have come from abusive homes themselves and are repeating learnt behaviour. Trauma can play a part in a person's thought process and actions, for others a sense of entitlement developed through home influences or social conditioning can obfuscate their belief systems. Our aim is to break the cycle of abuse and to engage perpetrators and to provide services that educate and challenge their behaviour to result in long term sustained non abusive behaviour. We understand the harm caused by domestic abuse to victims and children. Our aim is to provide support to the partners and children of the perpetrators. Additionally, we provide counselling to couples, families and young people struggling with relationships or emotional wellbeing.

Our services are designed to engage perpetrators and work with them to understand their behaviour and to gain skills in order to manage and amend their responses long term. Domestic Violence Prevention Programmes, carried out in groups are thought to have the most successful outcome, however the provision of one to one work for female perpetrators and individuals with specific needs or requirements has also proven to have beneficial results.

Our perpetrator work is evidenced and measured using a Treatment Viability Assessment which records the changes in beliefs and communication observed by the facilitators and practitioners. The Integrated Support Service works with victims to provide input and feedback to facilitators. Commissioned projects also use the Severity of Abuse grid which collates both perpetrator and victim feedback.

**THE CHANGE PORTFOLIO**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**OBJECTIVES AND ACTIVITIES**

**Significant activities**

The Domestic Violence Perpetrator Programmes and the Integrated Partner Support Service were contracted to be carried out in Essex, Norfolk, Bedford and Hertfordshire during this financial year. The service received referrals from self-referrers, Statutory Services and Cafcass.

The Change Hub commenced in Essex, funded by the Essex OPCC, working with perpetrators identified by the Multi-Agency Risk Assessment Conference and statutory services. The service offers a range of interventions that are matched to individual circumstances and level of risk (ascertained by a face-to-face meeting with the client). Most of the interventions are delivered in a one-to-one setting in a local community venue. (Ex)partners are referred into the Integrated Support Service to ensure that victims/partners are supported throughout our perpetrator interventions. Change Plus, the 12 hour early intervention training module, continued in Bedfordshire delivering to perpetrators assigned by the police, following a first domestic abuse offence.

The following services are carried out with a view to fulfilling our strategic objectives and addressing abusive behaviour directly alongside services to support the victims and families of perpetrators:

Domestic Violence Perpetrator Programme (DVPP) - The provision of the Respect Accredited DVPP 27 week programme group work and 18 week one to one programme.

Integrated Support Service for victims - The aligned service provides Partner Support Workers to the partners and ex partners of those accessing all perpetrator services.

The Change Hub - The Change Hub offers a range of one to one interventions that are matched to the individual perpetrator's circumstances and level of risk.

Change Plus - Delivered in collaboration with local police forces. Change Plus is a 12 hour domestic abuse awareness course. It is an early intervention project that helps to enable perpetrators of abuse to recognise their behaviour is abusive.

Centre Counselling - We provide counselling to promote wellbeing by enabling people to have healthy relationships in families, between couples, and therapy for individuals. We address sexual problems through counselling and psychosexual therapy covering all aspects of intimate relationships.

Community Counselling - We deliver counselling to families, children and young people in schools, who are struggling with a range of difficulties that are impacting their emotional wellbeing.

**Public benefit**

Charity Trustees are aware of the Charity Commission Public Benefit Guidance September 2013 and the charity's activities clearly meet these tests. A review of this guidance is included as part of their induction and AGM.

**THE CHANGE PORTFOLIO**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**STRATEGIC REPORT**

**Achievement and performance**

**Reaching all those who need our services**

One of the aims of our Strategic plan is to ensure we reach all those clients who need our services but who may feel we are unable to help them, do not offer the right service, or simply don't know we are here. Our social media presence is effective in helping to tackle this issue via active Twitter and Facebook accounts and ensuring our website is easily found via Google.

**Service Delivery**

We are the only accredited British Association of Counselling and Psychotherapy and Respect Accredited organisation in the UK. The qualifications and experience that is required of our staff denotes that we have a small volunteer base. There are currently two trainee counsellors who offer voluntary hours. Clients are consulted in advance and advised that the counsellors are still in training. Once they have completed their training, the counsellors will continue to work with us.

Our core services focus on protecting victims and children through providing perpetrator work. The Domestic Violence Perpetrator Programme achieves evidenced outcomes and remains at the core of the charity. The Change Hub has proven to provide successful outcomes and has been commissioned for a further year. Our longer term objective is to expand The Change Hub to become the point of contact for all of our services and specifically to expand the victim and children services to include therapy alongside the existing support.

There are a number of significant events that have affected financial performance and financial position during the period:

The charity entered the financial year in the midst of the Global Covid pandemic. Recent figures suggests that the Covid-19 pandemic is was "perfect storm" for an increase in domestic abuse related incidents. Since the onset of lockdown measures on 23 March 2020, The Change Project experienced a substantial increase in demand. The organisation received a 71% increase in calls from people seeking help with their abusive behaviour towards their partners. Government stipulations around the Covid pandemic resulted in a temporary cessation in income. 80% of staff were furloughed. The provision of both counselling services and DVPP groups were required to halt. Counselling and one to one sessions with DVPP clients were offered via video conferencing.

Video conferencing for Cafcass groups were not considered safe practice and were therefore prohibited by Cafcass and Respect (the governing body for work with domestic abuse perpetrators). Existing reserves were utilised to cover the salaries of those required to work and to cover our core costs. The charity proceeded to carry out a restructure and downsize in order to prioritise its existing reserves on frontline provision.

The charity applied and was successful in securing funding from the Covid Relief Funds from the Ministry of Justice via the Essex and Norfolk Police Crime Commissioners Offices. A successful funding bid to the Essex Community Foundation resulted in £15,000 towards essential core costs. In November 2020 we received confirmation that under the government critical worker description we were considered an essential frontline support. This provides assurances to our commissioners and beneficiaries going forward, that in the event of further pandemic lock downs, our domestic violence prevention services will be permitted to continue.

The Change Hub commenced in April in the height of the pandemic. The service received and accepted referrals without any break in provision. The Change Hub remained open, and delivered behaviour change and risk management interventions to clients throughout 2020-21. The service utilised all available forums, telephone, video calls and SMS to connect and support perpetrators and their victims. The service far exceeded the expected year-end case allocation total and all other KPIs. Over the course of the year, The Change Hub received 333 referrals and made contact with 178 perpetrators. The Severity of Abuse Measures use the lived experience of (ex)partners/victims to measure the impact of perpetrator interventions. Victim outcomes reported as follows:

Physical 96.1% reduction  
Sexual 87.5% reduction  
Harassment 56.5% reduction  
Jealousy 58.5% reduction

**THE CHANGE PORTFOLIO**  
**REPORT OF THE TRUSTEES**  
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The joined up work between the Integrated Support Service and Change Hub Domestic Violence Awareness Practitioners continues to prove to be successful and essential in risk assessment and safeguarding. Our aim is that the Change Hub will become a basis for funding applications going forward, with a goal to build the therapeutic services that will be available to perpetrators and victims.

Cafcass Group provision was halted in March 2020 and ceased until February 2021. The pandemic determined that all Family Courts were closed and cases could not proceed. At the commencement of lockdown, we were instructed that all groups would close until further notice. Due to the risks associated with our work, regardless that we were unable to claim for the services provided, existing clients, both perpetrators and victims had to be provided with ongoing one to one support.

Change Plus is in its 4th year of delivery in Bedfordshire. Regretfully Change Plus had to be cancelled during March through until May 2020, while the programme was rewritten and restructured to enable the course to be delivered virtually. The course was back to full capacity by September 2020. Even with the break in delivery, Change Plus received 118 referrals and delivered 19 training programmes, which is an increase in delivery on the previous non Covid year. 83 clients completed the course online.

During year 1, of the 63 who have completed the scheme, 35 (55%) have had no further contact with police. During year 2, of the 84 who have completed the scheme, 50 (60%) have had no further contact with police. During year 3, of the 37 who have completed the scheme 34 (91%) have had no further contact with police.

All work with schools stopped in April 2020. As restrictions eased, the charity was able to restart support for most schools from September 2020 onwards.

**THE CHANGE PORTFOLIO**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**STRATEGIC REPORT**

**Financial review**

**Principal Covid funding during the period**

Through the additional commissioned work from the Ministry of Justice via the Essex and Norfolk OPCC, we were able to work with 258 victims and 126 perpetrators.

**MOJ Essex - round 1 £53,000 and round 2 £16,931** - The Essex MOJ funding round 1 was awarded to provide funds to cover our core costs. We lost a significant amount of funding income during the Covid-19 lockdown. Regardless of the reduced income and staff capacity we were still supporting existing perpetrators and victims. The funding enabled us to continue to respond to the increased requests for support and crucial provision of perpetrator services in order to protect victims and children.

The Essex MOJ funding round 2 was to cover recruitment, additional assessment hours, assessment training, Additional facilitator hours, new venues to incorporate space requirement, training for further staff to deliver the one to one model and online work, integrated support team additional hours (victims) and deep cleaning for our premises

**MOJ Norfolk - round 1 £27,583 and round 2 £12,849** - The Norfolk MOJ funding round 1 was awarded to provide funds to cover the Integrated Support Service and Domestic Abuse Prevention - Practitioners Facilitation Team.

The Norfolk MOJ funding round 2 was awarded to sustain current activities for supporting perpetrators who sort or are seeking support and provide the Integrated Support Service for victims.

**Home Office via Essex OPCC - Hard to Reach Communities Fund** - The Hard to Reach Communities Fund is to develop a response to the increase in demand by introducing the Change Project to deliver behaviour change courses (DVPP), through working with specialist community groups which include vulnerable communities including rural, LGBTQ+ and BAME communities.

**Covid Cafecass Relief Fund November 2020 to March 21 - £32,040** - For the work carried out with clients during the pandemic. The cost of running one to ones via telephone or videocall was higher than the costs of weekly group delivery. The Integrated Support Service provision was also increased due to the risk levels for clients increasing during lockdown.

**Essex Community Foundation - £15,000** - Awarded funds towards core costs.

**Essex County Council Clinical provision for staff - £2,000** - emotional wellbeing support to workforce.

**Review of financial position at the end of the reporting period**

This report covers an unprecedented period in both the history of this charity and that of the UK, as a direct result of the global Covid pandemic. The net result however was that we emerged with improved reserves, achieved primarily due to a significant reduction in costs, following a successful restructuring and the Covid grant funding received from both central and local government.

For the year ended 31 March 2021 total funds increased by £38,887 to £385,350. Total expenditure reduced by 32% from £819,943 to £555,207 predominantly as a result of reduced staffing costs (down 32% from £642,931 to £436,811). Total income from charitable activities reduced by 34% from £714,507 to £473,696 as a result of the enforced lockdowns. £118,025 other income was received from covid related grants (£99,124 from the job retention scheme and £18,901 from local council discretionary grants) that enabled us to retain key personnel for the duration of the pandemic.

At the time of writing (February 2022) the charity is expected to end the current financial year with a further improved total funds position as a result of various OPCC contracts being undertaken in Essex and Herts

**THE CHANGE PORTFOLIO**  
**REPORT OF THE TRUSTEES**  
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**STRATEGIC REPORT**

**Financial review**

**Reserves policy**

Reserves are defined as resources not immediately required to finance operations and which can be freely deployed by the trustees to fund future expenditure if required. The charity defines its reserves as the total of its Unrestricted Funds i.e. those assets which are not reserved for future specific expenditure or restricted as their future use. Our policy was to maintain reserves as defined above in the range between 3 and 6 months total forecast annual expenditure but this has been revised upwards given the ongoing pandemic.

Total funds now stand at £385,350 representing 8 months of total annual budgeted expenditure. This level of reserves gives comfort that the charity can meet the short and medium term commitments to the users of its much needed services.

**Principal risks and uncertainties**

The principal ongoing risk to the charity is the ongoing pandemic and the restrictions on the free movement of individuals. This has severely impacted the charity's ability to carry out its activities.

**Future plans**

- To respond to national need and provide virtual one to one perpetrators services.
- To expand the provision of Change Plus to further areas.
- To expand the provision of Change Hub to include further services

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

**Charity constitution**

The charity is a registered charity (charity number 1053948) and is governed by its Articles of Association. The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006 (company number 03167701 England and Wales). The charity consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.

**Organisational structure**

The Board of Trustees is the Charity's Management Committee (MC), and is responsible overall for strategy, policies, financial accountability and the legal compliance of the organisation. The Board can have up to 11 members. The MC meet at least quarterly and has the power to create sub-committees to meet more regularly when the need arises.

The Chief Executive is appointed by the Trustees to manage the day-to-day operations of the charity. To facilitate operations, the Chief Executive has delegated authority within the terms of delegation approved by the Trustees, for operational matters including finance, employment and delivery of services.

**Appointment and induction of trustees**

As a company limited by guarantee, trustees are appointed in accordance with the Articles of Association by unanimous agreement of the Board of Trustees. Officers of the Board are appointed at the AGM and the length of tenure is two years after which they must be re-elected at the next AGM. The trustees have the power to co-opt further members to fill vacancies during the year.



**THE CHANGE PORTFOLIO**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Risk management**

As well as the ongoing pandemic, the Charity identified other risks during the year and took actions to mitigate them. Central risk areas included:

- On-going threats to statutory funding sources due to cuts across the public sector and increased competition for trust funding sources.
- The need to continue to diversify income streams to generate core funding.
- Loss of key members of staff.
- Loss of major contracts.
- Establishing the Change Portfolio brand and our reputation for quality.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**  
03167701 (England and Wales)

**Registered Charity number**  
1053948

**Registered office**  
The Change Project  
C/O Centre Supporting Voluntary Action  
Burgess Well House, Caval Lane  
Chelmsford  
Essex  
CM1 1FW

**Trustees**  
Ms J Frame  
Mr I J Parkins  
Ms K Ball (appointed 10 March 2021)  
Mr D Van Sertima  
Ms J O'Boyle

The trustees must be members of the company and are appointed by the existing members. The trustees form the Executive and are responsible for all decision making.

**Auditors**  
Goldwyns Limited  
Statutory Auditors and Chartered Accountants  
Rutland House  
90-92 Baxter Avenue  
Southend on Sea  
Essex  
SS2 6HZ

**THE CHANGE PORTFOLIO**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Advisers**

**Solicitors**

Leonard Gray LLP  
72-74 Duke Street  
Chelmsford  
Essex  
CM1 1JY

**Bankers**

Barclays Bank PLC  
High Street  
Chelmsford  
Essex  
CM1 1BE

**CCLA**

Senator House  
85 Queen Victoria Street  
London  
EC4V 4ET

**Trading name**

The Change Portfolio trades under The Change Project.

**Management team**

The trustees delegate the day to day running of the charity to the CEO, L Draper, and the senior management team as detailed under the organisation structure.

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

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

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

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence 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 CHANGE PORTFOLIO**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 MARCH 2021**

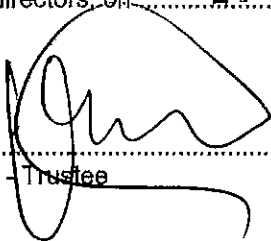
**AUDITORS**

The auditors, Goldwyns Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on ..... 23 March 2022 ..... and signed on the board's behalf by:

.....  
I J Parkins - Trustee



## **REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE CHANGE PORTFOLIO**

### **Opinion**

We have audited the financial statements of The Change Portfolio (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the 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.

### **Material uncertainties related to going concern**

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

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

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

### **Other Information**

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

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

## **REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF THE CHANGE PORTFOLIO**

### **Matters on which we are required to report by exception**

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

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

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

### **Responsibilities of trustees**

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

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

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

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

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

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.

In order to address the risks of misstatements in respect of irregularities, including fraud, we have:

- (i) obtained an understanding of the key laws and regulations applicable to the charitable company, including the Charities Act 2011;
- (ii) assessed the charitable company's own internal controls and systems for the prevention and detection of irregularities and particularly the control environment within which they operate;
- (iii) determined a materiality level and audit approach sufficient to identify most irregularities, including fraud, that may occur;
- (iv) considered our own involvement in the preparation of the charitable company's statutory financial statements;
- (v) conducted audit verification work, on a sample basis, on the key audit areas and risks we have identified; and
- (vi) reflected on the outcome of our work, and the likelihood that conclusions drawn may be indicative of other areas of potential irregularity.

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

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
THE CHANGE PORTFOLIO**

**Use of our report**

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



Robert Howe BEng FCA (Senior Statutory Auditor)  
for and on behalf of Goldwyns Limited  
Statutory Auditors and Chartered Accountants  
Rutland House  
90-92 Baxter Avenue  
Southend on Sea  
Essex  
SS2 6HZ

Date: .....24/03/2022.....

**THE CHANGE PORTFOLIO**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	Unrestricted fund £	Restricted funds £	2021 Total funds £	2020 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	3	2,048	-	2,048	2,967
<b>Charitable activities</b>	5				
Family counselling		158,863	-	158,863	111,668
Youth counselling		28,740	-	28,740	36,236
Domestic violence perpetrator programme		256,462	-	256,462	508,051
Training and education		29,631	-	29,631	58,552
Investment Income	4	325	-	325	1,444
Other income	14	<u>118,025</u>	<u>-</u>	<u>118,025</u>	<u>-</u>
<b>Total</b>		594,094	-	594,094	718,918
<b>EXPENDITURE ON</b>					
Raising funds	6	-	-	-	346
<b>Charitable activities</b>	7				
Main activity		555,207	-	555,207	819,597
<b>Total</b>		<u>555,207</u>	<u>-</u>	<u>555,207</u>	<u>819,943</u>
<b>NET INCOME/(EXPENDITURE)</b>		38,887	-	38,887	(101,025)
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		346,463	-	346,463	447,488
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>385,350</u>	<u>-</u>	<u>385,350</u>	<u>346,463</u>

The notes form part of these financial statements

**THE CHANGE PORTFOLIO**  
**STATEMENT OF FINANCIAL POSITION**  
**31 MARCH 2021**

	Notes	Unrestricted fund £	Restricted funds £	2021 Total funds £	2020 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	15	820	-	820	2,885
<b>CURRENT ASSETS</b>					
Debtors	16	151,983	-	151,983	75,976
Cash at bank		<u>332,748</u>	<u>-</u>	<u>332,748</u>	<u>309,457</u>
		484,731	-	484,731	385,433
<b>CREDITORS</b>					
Amounts falling due within one year	17	(100,201)	-	(100,201)	(41,855)
<b>NET CURRENT ASSETS</b>		<u>384,530</u>	<u>-</u>	<u>384,530</u>	<u>343,578</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>385,350</u>	<u>-</u>	<u>385,350</u>	<u>346,463</u>
<b>NET ASSETS</b>		<u>385,350</u>	<u>-</u>	<u>385,350</u>	<u>346,463</u>
<b>FUNDS</b>	19				
Unrestricted funds				<u>385,350</u>	<u>346,463</u>
<b>TOTAL FUNDS</b>				<u>385,350</u>	<u>346,463</u>

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

The financial statements were approved by the Board of Trustees and authorised for issue on 23 March 2021 and were signed on its behalf by:

  
 I J Parkins - Trustee

The notes form part of these financial statements



**THE CHANGE PORTFOLIO**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	2021 £	2020 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	23,252	(120,426)
Interest paid		<u>(286)</u>	<u>(137)</u>
Net cash provided by/(used in) operating activities		<u>22,966</u>	<u>(120,563)</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		-	(2,459)
Interest received		<u>325</u>	<u>1,444</u>
Net cash provided by/(used in) investing activities		<u>325</u>	<u>(1,015)</u>
		<hr/>	<hr/>
<b>Change in cash and cash equivalents</b>			
<b>In the reporting period</b>		23,291	(121,578)
<b>Cash and cash equivalents at the</b>			
<b>beginning of the reporting period</b>		<u>309,457</u>	<u>431,035</u>
<b>Cash and cash equivalents at the end</b>			
<b>of the reporting period</b>		<u>332,748</u>	<u>309,457</u>

The notes form part of these financial statements

# THE CHANGE PORTFOLIO

## NOTES TO THE STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

### 1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	38,887	(101,025)
Adjustments for:		
Depreciation charges	2,065	3,788
Interest received	(325)	(1,444)
Interest paid	286	137
(Increase)/decrease in debtors	(76,007)	33,607
Increase/(decrease) in creditors	<u>58,346</u>	<u>(55,489)</u>
Net cash provided by/(used in) operations	<u>23,252</u>	<u>(120,426)</u>

### 2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.20 £	Cash flow £	At 31.3.21 £
Net cash			
Cash at bank	<u>309,457</u>	<u>23,291</u>	<u>332,748</u>
	<u>309,457</u>	<u>23,291</u>	<u>332,748</u>
Total	<u>309,457</u>	<u>23,291</u>	<u>332,748</u>

The notes form part of these financial statements

## THE CHANGE PORTFOLIO

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

#### 1. STATUTORY INFORMATION

The Change Portfolio is private company, limited by guarantee, registered in England and Wales. The charity's registered office can be found on the reference and administrative details page. The charity's place of business which began as North Essex and East Hertfordshire has since grown to deliver some services across the wider South East region.

#### 2. ACCOUNTING POLICIES

##### **Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

##### **Income**

Income from grants and donations are accounted for when the trustees are certain it will be received. Income from counselling services is accounted for on an accruals basis. All income is treated as unrestricted unless a specific purpose for that income is directed by the donor.

##### **Expenditure and Irrecoverable VAT**

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

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

##### **Allocation and apportionment of costs**

Expenses are apportioned to funds on a time cost basis for salaries and in proportion to the value of income for administrative costs.

##### **Tangible fixed assets**

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

Plant and equipment - 33% on cost

##### **Taxation**

The charity is exempt from corporation tax on its charitable activities.

##### **Fund accounting**

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

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the report of the trustees.

##### **Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

## THE CHANGE PORTFOLIO

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2021

#### 2. ACCOUNTING POLICIES - continued

##### Debtors

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

##### Cash at bank and in hand

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

##### 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.

##### Going concern

The trustees have reviewed the financial position of the charity and its ability to continue to operate over the next 12 to 18 months. Following this review the trustees believe the charity is a going concern.

#### 3. DONATIONS AND LEGACIES

	2021	2020
	£	£
Donations	<u>2,048</u>	<u>2,967</u>

#### 4. INVESTMENT INCOME

	2021	2020
	£	£
Deposit account interest	<u>325</u>	<u>1,444</u>

#### 5. INCOME FROM CHARITABLE ACTIVITIES

	2021	2020
	£	£
Contracted charitable services		
Family counselling	158,863	111,668
Contracted charitable services		
Youth counselling	28,740	36,236
Contracted charitable services		
DV prevention	256,462	508,051
Client income		
Training and education	<u>29,631</u>	<u>58,552</u>
	<u>473,696</u>	<u>714,507</u>

# THE CHANGE PORTFOLIO

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2021

### 6. RAISING FUNDS

#### Raising donations and legacies

	2021	2020
	£	£
Advertising and publicity	<u>-</u>	<u>346</u>

### 7. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 8)	Support costs (see note 9)	Totals
	£	£	£
Main activity	<u>475,595</u>	<u>79,612</u>	<u>555,207</u>

### 8. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2021	2020
	£	£
Staff costs	436,811	642,931
Travel and expenses	566	24,857
Training	215	1,444
Subcontracted supervision	5,053	13,185
Accreditation and membership	7,779	2,465
Rent and rates	19,240	33,910
Premises expenses	<u>5,931</u>	<u>4,620</u>
	<u>475,595</u>	<u>723,412</u>

### 9. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Main activity	<u>58,777</u>	<u>20,835</u>	<u>79,612</u>

Support costs, included in the above, are as follows:

#### Management

	2021 Main activity	2020 Total activities
	£	£
Wages	23,023	30,658
Social security	624	1,011
Insurance	4,731	6,434
Telephone	12,962	18,549
Printing and stationery	2,884	4,695
Sundries	1,674	453
Legal	2,878	2,430
Computer and software costs	7,650	3,900
Depreciation of tangible and heritage assets	2,065	3,788
Bank interest	<u>286</u>	<u>137</u>
	<u>58,777</u>	<u>72,055</u>

# THE CHANGE PORTFOLIO

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2021

### 9. SUPPORT COSTS - continued Governance costs

	2021 Main activity £	2020 Total activities £
Bookkeeping	14,655	17,950
Audit and accountancy	<u>6,180</u>	<u>6,180</u>
	<u>20,835</u>	<u>24,130</u>

### 10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021 £	2020 £
Depreciation - owned assets	2,065	3,788
Auditor's remuneration	<u>6,180</u>	<u>6,180</u>

### 11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

#### Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2021 nor for the year ended 31 March 2020.

### 12. STAFF COSTS

	2021 £	2020 £
Wages and salaries	420,474	613,161
Social security costs	31,208	50,555
Pension costs	<u>8,776</u>	<u>10,884</u>
	<u>460,458</u>	<u>674,600</u>

The average monthly head count was 28 staff (2020 - 51 staff) and the full-time equivalent is shown below.

The average monthly number of employees during the year was as follows:

	2021	2020
Full time employees	<u>13</u>	<u>27</u>

The total employee benefits paid by the charity to its key management personnel was £171,781 (2020 - £208,036)

# THE CHANGE PORTFOLIO

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2021

### 13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	2,967	-	2,967
<b>Charitable activities</b>			
Family Counselling	111,668	-	111,668
Youth Counselling	36,236	-	36,236
DV Prevention	508,051	-	508,051
Training and Education	58,552	-	58,552
Investment income	<u>1,444</u>	<u>-</u>	<u>1,444</u>
<b>Total</b>	<b>718,918</b>	<b>-</b>	<b>718,918</b>
<b>EXPENDITURE ON</b>			
Raising funds	346	-	346
<b>Charitable activities</b>			
Main activity	<u>819,597</u>	<u>-</u>	<u>819,597</u>
<b>Total</b>	<b>819,943</b>	<b>-</b>	<b>819,943</b>
<b>NET INCOME/(EXPENDITURE)</b>	<b>(101,025)</b>	<b>-</b>	<b>(101,025)</b>
<b>Transfers between funds</b>	<u>(2,780)</u>	<u>2,780</u>	<u>-</u>
<b>Net movement in funds</b>	<b>(103,805)</b>	<b>2,780</b>	<b>(101,025)</b>
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	<u>450,268</u>	<u>(2,780)</u>	<u>447,488</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b><u>346,463</u></b>	<b><u>-</u></b>	<b><u>346,463</u></b>

### 14. GOVERNMENT GRANTS

During the year, the company was in receipt of numerous government support, specifically in relation to the COVID-19 pandemic. Within other operating income is £99,124 in respect of the Coronavirus Job Retention Scheme and £18,901 received from local council discretionary grants (2020 - £nil and £nil respectively).

# THE CHANGE PORTFOLIO

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2021

### 15. TANGIBLE FIXED ASSETS

	Plant and equipment £
<b>COST</b>	
At 1 April 2020 and 31 March 2021	<u>54,524</u>
<b>DEPRECIATION</b>	
At 1 April 2020	51,639
Charge for year	<u>2,065</u>
At 31 March 2021	<u>53,704</u>
<b>NET BOOK VALUE</b>	
At 31 March 2021	<u>820</u>
At 31 March 2020	<u>2,885</u>

### 16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade debtors	114,701	53,377
Prepayments	4,546	6,835
Accrued Income	<u>32,736</u>	<u>15,764</u>
	<u>151,983</u>	<u>75,976</u>

### 17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	3,367	1,479
Social security and other taxes	15,360	11,653
Other creditors	1,717	2,607
Accruals and deferred Income	<u>79,757</u>	<u>26,116</u>
	<u>100,201</u>	<u>41,855</u>

### 18. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2021 £	2020 £
Within one year	<u>11,250</u>	<u>15,000</u>



**THE CHANGE PORTFOLIO**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2021**

**19. MOVEMENT IN FUNDS**

	At 1.4.20 £	Net movement in funds £	At 31.3.21 £
<b>Unrestricted funds</b>			
General fund	346,463	38,887	385,350
<b>TOTAL FUNDS</b>	<u>346,463</u>	<u>38,887</u>	<u>385,350</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	594,094	(555,207)	38,887
<b>TOTAL FUNDS</b>	<u>594,094</u>	<u>(555,207)</u>	<u>38,887</u>

**Comparatives for movement in funds**

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.20 £
<b>Unrestricted funds</b>				
General fund	450,268	(101,025)	(2,780)	346,463
<b>Restricted funds</b>				
Tender Project	(2,780)	-	2,780	-
<b>TOTAL FUNDS</b>	<u>447,488</u>	<u>(101,025)</u>	<u>-</u>	<u>346,463</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	718,918	(819,943)	(101,025)
<b>TOTAL FUNDS</b>	<u>718,918</u>	<u>(819,943)</u>	<u>(101,025)</u>

## THE CHANGE PORTFOLIO

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2021

#### 19. MOVEMENT IN FUNDS - continued

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

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
<b>Unrestricted funds</b>				
General fund	450,268	(62,138)	(2,780)	385,350
<b>Restricted funds</b>				
Tender Project	(2,780)	-	2,780	-
<b>TOTAL FUNDS</b>	<u>447,488</u>	<u>(62,138)</u>	<u>-</u>	<u>385,350</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,313,012	(1,375,150)	(62,138)
<b>TOTAL FUNDS</b>	<u>1,313,012</u>	<u>(1,375,150)</u>	<u>(62,138)</u>

#### 20. EMPLOYEE BENEFIT OBLIGATIONS

The charity operates a defined contribution scheme pension which is made available to all employees. The charity contributions are treated as an expense and were £8,776 (2020 - £10,884) and at the year end £1,717 (2020 - £2,607) was outstanding.

#### 21. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2021.

#### 22. DEFERRED INCOME

Income relating to contracts for long term provision of services and projects is deferred and released when the services are provided. Deferred income at the year ended 31 March 2021 was £71,406 (2020 - £19,336).